Survey on Alternative Work Schedules in the Office of the Under Secretary of Defense for Personnel and Readiness

19970519 002

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

1. AGENCY USE ONLY (*Leave Blank*)	2. REPORT DATE April 1997	3. REPORT TYPE AND DATES COVERED Final Jan 96 - Dec 96

4. TITLE AND SUBTITLE
Survey on Alternative Work Schedules in the Office of the Under Secretary of Defense for Personnel and Readiness

5. FUNDING NUMBERS

6. AUTHOR(S)
Hay, Mary Sue, Wright, Laverne C., Reyst, Heidi E., and Williams, Justin W.

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)

Defense Manpower Data Center
1600 Wilson Boulevard, Suite 400
Arlington, VA 22209

8. PERFORMING ORGANIZATION REPORT NUMBER

DMDC Research Report 96-017

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)

Defense Manpower Data Center
1600 Wilson Boulevard, Suite 400
Arlington, VA 22209

10. SPONSORING/MONITORING AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES

12a. DISTRIBUTION/AVAILABILITY STATEMENT

Approved for public release; distribution is unlimited.

12b. DISTRIBUTION CODE

13. ABSTRACT *(Maximum 200 words)*

An alternative work schedules (AWS) program was implemented in the Office of the Under Secretary of Defense for Personnel and Readiness in March 1995. To assess the impact of the program, an electronic survey was conducted of all employees in Personnel and Readiness offices during January-March 1996. Major findings of the survey include: employees participating in the AWS program rate it very favorably; employees not allowed to participate would like to have the program available; managers are supportive of the program and give it favorable ratings; and, almost all personnel concur with the decision to implement AWS, whether or not they are personally participating in the program.

14. SUBJECT TERMS
alternative work schedule, compressed work schedule, flextime, flexitour, family-friendly work place, electronic survey

15. NUMBER OF PAGES
106

16. PRICE CODE

17. SECURITY CLASSIFICATON OF REPORT	18. SECURITY CLASSIFICATION OF THE PAGE	19. SECURITY CLASSIFICATION OF ABSTRACT	20. LIMITATION OF ABSTRACT
Unclassified	Unclassified	Unclassified	Unlimited

SF298 (Rev 7/95)

SURVEY ON ALTERNATIVE WORK SCHEDULES IN THE OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

Mary Sue Hay and Laverne C. Wright
Defense Manpower Data Center

Heidi E. Reyst
Consortium of Universities of the Washington Metropolitan Area
(The George Washington University)

Justin W. Williams
Consortium of Universities of the Washington Metropolitan Area
(The American University)

ii

SURVEY ON ALTERNATIVE WORK SCHEDULES IN THE OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

EXECUTIVE SUMMARY

Purpose of the Survey

On November 2, 1994, Dr. Edwin Dorn, Under Secretary of Defense for Personnel and Readiness (USD[P&R]), announced a plan to develop and implement Compressed Work Schedule and Flextime programs within the Personnel and Readiness (P&R) community. These Alternative Work Schedule (AWS) programs were officially implemented on March 5, 1995. The initial statement of the proposed AWS program claimed that AWS would reduce short term absences, improve the quality of service, increase productivity, and increase job satisfaction. The Defense Manpower Data Center (DMDC) was asked to conduct a survey to help evaluate the new program.

Method

Based on a review of published research, four areas were identified as key issues in evaluating the P&R AWS program: satisfaction, organizational performance, reductions in time away from work, and potential disadvantages of AWS. A survey was designed to cover all employees within the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD[P&R]), whether or not they were actively participating in the AWS program. The survey, in electronic format, was delivered by e-mail to each individual in the population. A pre-survey notification message was sent from the USD(P&R) in late January 1996, followed by the electronic questionnaire, and a follow-up/reminder message to nonrespondents. Completed questionnaires were received from 891 eligible respondents, for an adjusted response rate of 66 percent.

Results

Based on respondents' reports, 33.7 percent of P&R personnel were participating in the AWS program. Less than 22 percent of eligible respondents chose not to participate, and 44.4 percent of individuals were not allowed to participate. The two most utilized AWS schedules were the Flexitour and the compressed 5/4-9 schedule. Although there are exceptions, the overall impact of AWS, for both the individual and the organization, appears to be positive or, at worst, neutral.

AWS participants were much more satisfied with their current work schedules than non-participants. Although AWS participants and non-participants did not differ significantly on overall job satisfaction, the program does seem to have a clear, positive effect on employee morale. Over 88 percent of AWS participants reported that the effect on morale was favorable.

In addition, over 90 percent of the managers reported that the program had a favorable effect on their subordinates' morale. In sum, it is evident that AWS participants, and managers with participating subordinates, clearly feel there are positive effects of AWS program participation.

In terms of the impact on the organization, office communication and employee availability are two areas that may be negatively affected. In addition, the majority of managers reported they must spend more time standing in for subordinates who are unavailable as a result of their flexible hours. On the plus side, however, managers reported that their working relations with subordinates were improved, and their supervision of subordinates was largely unaffected. A substantial number of managers (43%) also said that the effect of AWS on the time available for them to plan and organize was favorable. In general the results with respect to the impact on performance tended to be positive or neutral, with many respondents reporting that AWS effects on performance-related areas were neither favorable nor unfavorable.

With respect to the use of overtime and leave, AWS participants reported that sick leave, annual leave, other leave, and overtime use decreased as a result of the AWS program. Managers also reported that subordinates' use of leave and overtime had dropped, although to a lesser extent. Less than two percent of managers reported any increase in leave; primarily, managers reported a decrease or no change in the use of leave or overtime for subordinates.

Conclusions

It is apparent that there are both advantages and disadvantages to the AWS program. However, the advantages may outweigh the disadvantages in terms of personnel satisfaction, morale, and the general effect. Overall, 65 percent of respondents, whether personally participating or not, felt that the advantages of AWS outweigh the disadvantages. Communication, availability for meetings, and secretarial coverage seem to be the most compromised of any area, although the percentages reporting negative effects were relatively low in comparison to those who reported no effect or a positive effect. Furthermore, almost all individuals agree with the decision to offer the AWS program. The overall findings are quite positive, suggesting a high level of support for the OUSD(P&R) AWS program.

SURVEY ON ALTERNATIVE WORK SCHEDULES IN THE OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

TABLE OF CONTENTS

**SURVEY ON ALTERNATIVE WORK SCHEDULES IN THE OFFICE OF THE UNDER
SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS**

TABLE OF CONTENTS (Continued)

SURVEY ON ALTERNATIVE WORK SCHEDULES IN THE OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

LIST OF TABLES

SURVEY ON ALTERNATIVE WORK SCHEDULES IN THE OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

LIST OF FIGURES

LIST OF FIGURES (Continued)

INTRODUCTION

Background

On July 11, 1994, President Clinton issued the memorandum, "Expanding Family Friendly Work Arrangements in the Executive Branch," expressing the intention to increase flexibility for those who work for the federal government while also maintaining family and personal responsibilities. In accordance with the President's memorandum, on November 2, 1994, Dr. Edwin Dorn, Under Secretary of Defense for Personnel and Readiness (USD[P&R]), announced a plan to develop and implement Compressed Work Schedule and Flextime programs within the Personnel and Readiness (P&R) community. Officially implemented on March 5, 1995, these Alternative Work Schedule (AWS) programs are intended to be examples for the rest of the Department of Defense (DoD) in assisting employees to balance their work lives with their personal needs and family responsibilities.

The initial policy statement of the proposed P&R AWS program made certain assumptions regarding the potential effects of the program on the work environment. Specifically, it claimed that AWS would (a) reduce short term absences and tardiness, (b) improve the quality of service by providing longer office hours, (c) increase productivity because of the longer spans of uninterrupted work hours, and (d) increase overall job satisfaction. To help evaluate the new program, the Defense Manpower Data Center (DMDC) was asked to conduct a survey to assess the impact of AWS on employees, managers, and the work conducted by P&R personnel.

Alternative Work Schedules

The term *alternative work schedules* refers to a variety of arrangements which allow employees to deviate from the traditional fixed schedule of eight hours per day, five days per week. Such programs are designed to allow employees some flexibility in their work lives so they can better handle personal business and family responsibilities. The specific arrangements of alternative work schedules may take a variety of forms. Two of the major types are described below.

Flexible Work Schedules (Flextime)

In a review of alternative work schedules, Pierce, Newstrom, Dunham, and Barber (1989) outlined the features of flexible work schedules. The most notable feature, both conceptually and empirically, is the flexibility in scheduling which is available to an employee. While the overall guidelines for flexibility are generally set at the organizational level, variations within those guidelines are usually available and allow greater versatility in scheduling.

Flextime schedules typically consist of a set of core hours during which all employees are required to be at work. The flexibility stems from the amount of variability in scheduling around these core hours. Flextime schedules may vary in the number of hours per day which an employee works. Some organizations may require eight-hour days, while others may simply require 40-hour work weeks, with the number of hours per day varying for each employee. The amount of

flexibility with respect to supervisory approval may also vary. In some cases a supervisor must approve schedule changes in advance; in other cases, such approval is not required. In addition, some programs allow employees to 'bank' hours by working additional hours in a pay period and then forwarding those credit hours to the next pay period. Thus, for the flexible work schedule, there are a number of options available to organizations and supervisors which grant an employee freedom in developing and maintaining his or her own schedule.

Compressed Work Schedules

Compressed work schedules typically involve shortening the number of days one works from the traditional five-day work week. This can be accomplished weekly, or biweekly. Compressed schedules within the federal government include two commonly used types (U. S. General Accounting Office [GAO], 1994):

- The "**4/10**" work week is a compressed schedule in which employees work four 10-hour days, for a 40-hour work week. Days off may be static or flexible, according to the specific organizational guidelines.

- The "**5/4-9**" work week is a schedule in which employees work eight nine-hour days, one eight-hour day, and have one non-work day during an 80-hour biweekly period. The day off may be static or vary, depending upon the organization's requirements.

Alternative Work Schedules in the Federal Government

In 1974, the GAO issued a report recommending that alternative work schedules be instituted on a government-wide basis. In 1978, the Federal Employees Flexible and Compressed Work Schedules Act (P.L. 95-390) was passed. By 1985, legislation was enacted to adopt AWS permanently throughout the federal government. On the recommendation from the U.S. Office of Personnel Management, three compressed schedules and five flexible schedules for government utilization were suggested as part of this legislation. The compressed models included the 4/10, the 5/4-9, and the three-day work week (typically six 12-hour days and one eight-hour day in a biweekly pay period). The flexible models included the Flexitour (set core hours with flexible start and end times set in advance and held static), the Gliding Schedule (a single or double set of core hours whereby employees may vary start and end times with more flexibility than the Flexitour), the Variable Day Schedule (the amount of hours per day is variable, with 40 hours per week the only rigid factor), the Variable Week Schedule (employees must work 80 hours per biweekly period, may vary start and end times, and may include a day off), and the Maxiflex Schedule (the number of hours worked per day and the number of days worked per week may vary, with less stringent core hours to work around). While not all organizations that fall under the provisions of the Federal Employees Flexible and Compressed Work Schedules Act have utilized the alternative schedules, a number of governmental agencies have participated in the program.

Previous Research on Alternative Work Schedules

The effects of alternative work schedule programs have been examined in both public and private sectors. The research, however, is not extensive nor are the results persuasive. Despite the claims for the benefits of AWS programs, much of the existing research is inconclusive. In general, it appears that reductions in absenteeism and tardiness may occur immediately following the introduction of AWS programs. However, the effects are often short-lived, declining over time to pre-AWS levels. Similar effects have been found for productivity. That is, performance ratings may improve under AWS programs, but the effects do not persist. In addition, productivity gains may be attributable to other factors, such as the Hawthorne effect (any change in work conditions produces a temporary improvement in performance; e.g., see Dunham, Pierce, & Castaneda, 1987), or they may simply reflect employees' feelings of being more productive because they are working longer hours.

A frequently cited benefit of AWS programs is increased job satisfaction. From the organization's viewpoint, one of the more appealing arguments for AWS is that employees will be more satisfied with their jobs and, thus, more productive. This claim, however, has two shortcomings. First, research on AWS effects suggests that overall job satisfaction is unchanged or only slightly increased by these programs. Second, a large body of research indicates there is no simple link between job satisfaction and performance. Major reviews of job satisfaction research have been conducted at approximately ten-year intervals over the past forty years (Brayfield & Crockett, 1955; Iaffaldano & Muchinsky, 1985; Locke, 1976; Vroom, 1964). None have found conclusive evidence that increased job satisfaction leads to improved job performance.

Although there is an established link between job satisfaction and turnover, AWS research has yielded mixed results regarding turnover. A review of AWS by Pierce et al. (1989) points to no single relationship between AWS and turnover. Some studies, using managers' anecdotal reports of departmental turnover, report a decrease in turnover, while others show little or no change in rates, and a few reports of increased turnover are noted. Another study found that, given a hypothetical transition to AWS, slightly more than 33 percent of respondents reported they would be more likely to stay at their current position, while 48 percent stated their likeliness to remain at their present job was neither increased nor decreased (GAO, 1992).

Compressed Work Schedules Research

Some of the more consistent findings of research on compressed work schedules include increases in fatigue and moonlighting and a decreased use of authorized overtime. Pierce et al. (1989) reviewed fatigue as a negative product of AWS and found two studies that reported the 4/10 schedule was related to participants reporting fatigue as a disadvantage of AWS. Pierce et al. also found that a few studies showed a slight increase in the number of employees reporting moonlighting and moonlighting opportunities.

There is also some consistency in the personal characteristics of employees who prefer compressed work schedules. These programs tend to be preferred by younger, lower-level, lower-income employees, who are paid on a daily versus hourly basis. Surprisingly, factors such

3

as gender, number of dependents, ages of children, and marital status are not related to personal preferences for alternative work schedules. Specifically, Pierce et al. (1989) found that these variables are not directly related to employee attitudes toward compressed schedules.

Research on AWS in the Federal Government

It is important to note that most of the above research has been completed in the private sector and there is little research related to personal preference in government AWS programs. There is, however, a limited amount of research examining the overall effects of AWS on government agencies utilizing available programs.

In 1992 the GAO issued a report on federal employees' views of their employment. Fifty-three percent of employees reported that they remained in their current job because of the work schedule utilized. While the GAO report does not state which work schedule these particular respondents had available (traditional versus AWS), it is evident that type of schedule is an important factor in federal employment. For workers who did identify working under AWS, 47 percent stated a preference to continue with their current schedule and 45 percent stated a preference for even greater flexibility. Only one percent preferred having less flexibility in work scheduling. Because AWS programs can vary greatly, the finding that nearly half of respondents already using AWS favor more flexibility is not surprising. Moreover, the GAO (1994) found that most governmental agencies who did utilize AWS did not use maximally flexible models.

Research Objectives of the OUSD(P&R) AWS Survey

The primary goal of the research was to identify the impact of the AWS program after its implementation, and to provide information to answer questions such as: What are the participation rates? Are employees satisfied with the AWS program? Does it have any impact on performance? What are the benefits and drawbacks? Could the program be improved? Based on the review of existing AWS research, the following four areas were identified as key issues in evaluating the P&R program.

- **Employee satisfaction**, including job satisfaction, morale, participation in non-work activities, and attitudes toward AWS program;

- **Organizational performance**, including job performance, productivity, scheduling and coverage, use of overtime, and recruiting/retention;

- **Reductions in time away from work**, such as use of sick leave and annual leave; and,

- **Potential disadvantages of AWS**, such as fatigue and moonlighting.

The survey was designed to cover all employees within the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD[P&R]), whether or not they were actively participating in the AWS program.

4

SURVEY METHODOLOGY

Survey Population

The population of interest for this study was defined as all employees (military and civilian) of OUSD(P&R) plus employees of field activities who routinely support P&R organizations. The latter group includes the Defense Civilian Personnel Management Service (DCPMS), the Defense Medical Programs Activity (DMPA), the National Committee for Employer Support of the Guard and Reserve (NCESGR), and the Defense Manpower Data Center (DMDC). The population consisted of 1,420 employees identified as being in P&R as of December 1995.

Data Collection Instrument

The questionnaire contained modified items from previous GAO and Federal Aviation Administration (FAA) surveys, as well as additional items developed by DMDC to address issues specific to OUSD(P&R). Throughout the questionnaire development phase, DMDC worked closely with the individuals designated for implementing and regulating participation in the AWS program in each P&R office, in order to ensure the resulting survey would be appropriate to all employees.

The questionnaire was divided into six sections. The first section asked respondents to provide background information, such as age, sex, marital status, and dependents. In addition, a screener question asked whether the respondent was a military member, contractor, or civilian employee. Contract employees do not participate in the AWS program and therefore were not asked to complete the survey. The second section contained questions that focused on working conditions, including influences on the choice of work hours. The third section asked whether respondents were participating in the AWS program and the type of schedule used. The fourth section contained questions only for respondents participating or choosing not to participate in the AWS. This section obtained their opinion on how the AWS program affected them and their organizations. The fifth section asked the opinions of supervisors about the effect of the AWS program on their organizations and their subordinates. The final section obtained suggestions for improvements or changes to the current AWS program and included a space for additional comments. Appendix A contains a paper representation of the survey questionnaire.

The questionnaire was pretested by employees in the Office of the Assistant Secretary of Defense for Reserve Affairs (ASD[RA]) in June 1995. Approximately 46 employees participated in this pretest.

Electronic Survey Administration System

Because P&R offices have the technical capability to communicate electronically within and across offices, the survey was delivered by individual e-mail to each employee in the population. Electronic distribution has a number of advantages, such as eliminating the need to print and mail survey questionnaires. Also, e-mail delivery of the survey (including the return of

5

responses) shortens the field period and the amount of time spent in tracking and processing returns, as well as the time needed for data entry or optical scanning.

The electronic distribution system was developed in-house at DMDC, utilizing survey research, systems, and computer programming staff. Initially, a detailed list of features needed for a self-administered e-mail questionnaire was developed. Requested features of the e-mail questionnaire were:

- easy access by multiple participants on the same Local Area Network (LAN);
- PC-screens that reflected the design of the questionnaire;
- limitations on the responses values that respondents could key in, to reduce processing errors and edits;
- automatic paging and skipping of questions, based on responses;
- one unique record for each participant's completed questionnaire;
- storage of responses as fixed-position fields in the record; and
- provision for participants to make changes to their completed questionnaires before storing the information and exiting the system.

In order to distribute the questionnaire to all P&R offices, DMDC required access to the various LAN systems and file servers. Meetings were held with the managers of the different LAN systems to determine the number of personnel accessible through each system. Information was also gathered on the software and hardware configuration of each LAN system. While conducting tests of the electronic system, it was discovered that a few LANs had configurations substantially different from those at DMDC. In particular, the e-mail software differed across LANs and some personal computers (PCs) were not IBM-compatible.

Based on the original requirements, as well as the information collected about the various technologies involved, an automated, electronic version of the survey questionnaire was developed. Upon approval of the final questionnaire items, the survey was converted into an electronic format and attached to e-mail for distribution. It was sent electronically to all offices within P&R unless a participant was inaccessible through the Local Area Network (LAN) or was not using an IBM-compatible personal computer. For those few cases, an individual diskette and/or access to an IBM-compatible PC was provided. Brief descriptions of the software used to deliver, administer, and return the questionnaires are provided below.

Visual display software. Microsoft® VISUAL BASIC™, a WINDOWS™-based, event-driven software, was used to design the program to display screens that mirrored the questionnaire. The program allowed skip patterns, limited response values, and provided automatic paging or tabbing through questions. Records were created from the text strings or response values entered by each participant. This application program was loaded onto each of the P&R LAN file servers.

Electronic mail software. Microsoft® Mail for WINDOWS™ was used to deliver survey administration letters and messages to participants. In addition, using the Microsoft® WINDOWS™ Accessories Object Packager, icons and commands were created and sent to

participants that would access and execute the visual display application residing on the LAN file server. In turn, this enabled survey responses for most P&R organizations to be sent directly to a DMDC secured e-mail account for survey processing. Table 1 displays the percentage of personnel identified as being attached to the different LAN file servers.

Table 1
Personnel Attached to File Servers

	% of Population
DCPMS	13
DMDC (2 servers)	26
OASD(Health Affairs)[a]	29
OASD(Reserve Affairs)	8
OTHER P&R (3 servers)[b]	23
Total Number in Population (N)	1,420

[a]Includes 14 employees using Macintosh computers.
[b] Includes P&R Front Office, OASD(FMP), ODUSD(Readiness), and ODUSD(R&R)

When e-mail software and computer compatibility differed for offices, the messages or letters and the application programs for those offices were modified. In particular, executable icons were not attached to the e-mail messages when the computers were incompatible. Rather, the messages directed the participant to contact the LAN manager to access and complete the survey. When e-mail software differed, the survey responses of a participant were sent directly to a secured account on their LAN rather than to DMDC. In both cases, the response files were then copied onto diskettes by the LAN manager and sent to DMDC for processing.

Database management software. Microsoft® ACCESS™ was used to store and compile all the survey responses from users. The user's e-mail account identification was used as the unique identifier to track and process survey returns.

Survey Administration Procedures

DMDC compiled a control list of all P&R employees and their appropriate LAN systems. All administration messages and most of the electronic questionnaires were sent directly to each employee at his or her e-mail address. Only a few employees, those not using IBM-compatible PCs, were not sent the electronic questionnaire directly.

Field Period

A pre-survey notification message was sent from Dr. Edwin Dorn, USD(P&R), in late January 1996. The electronic questionnaire was sent one week later and was also accompanied by a message from Dr. Dorn. A follow-up/reminder message from Dr. Dorn was sent to nonrespondents two weeks later. Appendix B contains the basic text of these messages. Slightly different versions were used, depending on the particular LAN involved.

Response Rates

The population included a total of 1,420 locatable personnel. All employees not employed by P&R, but inadvertently sent an electronic questionnaire, were removed from the various LAN systems lists and eliminated from the population control list. Completed questionnaires were received from 935 employees. Approximately 5 percent of respondents that completed and returned the questionnaire were contractors, and ineligible for the survey. It can conservatively be assumed that the same percentage of contractors was included in the population (CASRO Task Force on Completion Rates, 1982). The population should therefore be reduced to 1,357 and the eligible respondents to 891. The overall adjusted response rate was 66 percent as displayed in Table 2. DCPMS had the highest response rate (81%) while OASD(HA) had the lowest percentage of responding personnel (52%). It should be noted that the Distribution Groups shown in Tables 1 and 2 reflect the way in which employees were classified for purposes of sending mass e-mailings, rather than organizational groups within OUSD(P&R).

Table 2
Population and Response Rates in File Server Groups

Distribution Group	Locatable Population	Eligible Population	Eligible & Complete Responses	Adjusted Response Rate
DCPMS	191	189	152	.81
DMDC	369	326	235	.72
OASD (HA)	416	412	213	.52
OASD (RA)	120	110	68	.62
OTHER P&R[a]	324	320	223	.70
Total	1420	1357	891	.66

[a] Includes P&R Front Office, OASD(FMP), ODUSD(Readiness), and ODUSD(R&R)

Data Imputation and Missing Values

Due to the automated nature of completing the survey, only a minimum amount of data cleaning and editing was needed; but some minor recoding and imputation was necessary to account for missing and/or inconsistent responses. The organizational groups shown in tables throughout this report reflect the major OUSD(P&R) offices and are derived from self-reports on item 8 of the questionnaire (see Appendix A). For the few cases in which respondents failed to answer that survey item, organizational group was imputed from survey administration records. However, imputation of missing responses for demographic items was not possible because no external source of the information was available. And, even though it is theoretically possible to impute missing responses for attitudinal and opinion items, we thought it inadvisable to do so. Therefore, the number of respondents varies slightly across tables and figures in this report. Although organizational group accounts for the full 891 respondents, cross-tabulations with other variables may reflect fewer respondents because the crossing variable contains missing data. All percentages reported here have been calculated with missing data and/or respondents for whom the item(s) was inapplicable excluded.

SURVEY RESULTS

Group Comparisons

In addition to descriptive statistics, a number of group comparisons are reported here that warrant some explanation. The survey was designed to permit an analysis of potential differences among various groups of P&R employees. These groups are described throughout this report, ordinarily when first discussed, but it is worthwhile to provide a general description and definition of terms here, as well as some rules of thumb for deciding whether a difference is statistically significant.

Exact results of significance tests are not reported here, but we have tried to point out whether such differences are or are not statistically significant when discussing them. Individual statistical tests of differences were conducted, by convention, with a probability level of $\alpha=.05$. An α level of .05 simply means that in no more than five percent of the cases will our finding of significance be in error. That is, there is only a five percent chance that we will find a significant difference where none really exists. However, conducting a large number of statistical tests on the same data also runs the risk of inflating the α level so that it is in fact higher than .05. This would mean that a difference which appears to be significant at the .05 level is really non-significant. No formal correction for inflated α has been made in the tables and figures presented in this report, but it is well to keep the possibility in mind.

This survey was conducted to examine the P&R AWS program and its impact on the P&R organization. With the exception of basic demographic information and participation rates, which are presented as a matter of interest, the results reported here are for OUSD(P&R) as a whole. That is, no attempt was made to examine findings for, or make comparisons among, the individual offices within the overall P&R organization. The comparisons of interest here are those among various groups of P&R employees, as described below.

AWS Participants versus Non-participants

AWS participants are defined as those individuals who indicated they were participating in the OUSD(P&R) AWS program, and personally using one of the available alternative work schedules (item 15 on the questionnaire). The group of *non-participants* consists of all those respondents not participating in the program, for whatever reason. Reasons for non-participation include (a) the person chose not to participate, (b) the person's office was not participating, and (c) the person's supervisor would not allow him or her to participate. Respondents who indicated they had chosen not to participate are designated as *voluntary* non-participants. This is in contrast to the *involuntary* non-participants—those for whom the program was not available (i.e., categories b and c, above). Of the 891 respondents, 299 are AWS participants, 587 are non-participants, and participation status is unknown for five respondents because they failed to answer the question. Of the 587 non-participants, 193 are voluntary and 394 are involuntary.

9

Managers versus Subordinates

Managers are defined as those who routinely supervise one or more individuals on a daily basis (item 25). This definition is fairly broad, as it incorporates all management levels from supervisors through Senior Executives. Of the 891 respondents, 241 are defined as managers and 640 as *subordinates*.

Characteristics of Personnel

Work-related Characteristics

Location and Type of Personnel

The number of respondents in each deputate/office within OUSD(P&R) is shown in Table 3. Across all offices, 73.2 percent of respondents were civilian employees and 26.8 percent were military members. Table 4 shows the type of personnel within each group.

Table 3

Number of Respondents by Organizational Group

					N			
	P&R/IO[a]	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Total Respondents	12	286	214	70	18	269	22	891

[a] Immediate Office.

Table 4

Type of Personnel by Organizational Group (n=885)

					Percent			
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Civilian	100.0	78.6	60.4	39.1	77.8	89.1	22.7	73.2
Military	0.0	21.4	39.6	60.9	22.2	10.9	77.3	26.8

Pay Category

Responses for pay category were largely found in two groups: GS/GM (69.5 percent) and Officer (24.5 percent). Table 5 presents the distribution of pay category by organizational group.

Table 5
Pay Category by Organizational Group (n=885)

	Percent							
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
SES	0.0	3.9	2.4	7.3	5.6	1.9	0.0	3.1
GS/GM	100.0	74.0	57.1	31.9	72.2	86.5	22.7	69.5
FWS[a]	0.0	0.7	0.9	0.0	0.0	0.8	0.0	0.7
Officer	0.0	20.7	36.8	53.6	22.2	9.0	68.2	24.5
Enlisted	0.0	0.7	2.8	7.3	0.0	1.9	9.1	2.3

[a] Federal Wage System

Full- and Part-time Status

The vast majority of respondents reported having full-time positions (97.8%), with less than three percent in part-time positions. Table 6 presents the breakdown of full- or part-time status by organizational group.

Table 6
Full- and Part-time Status by Organizational Group (n=882)

	Percent							
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Full-time	100.0	98.6	98.1	98.6	100.0	96.3	100.0	97.8
Part-time	0.0	1.4	1.9	1.5	0.0	3.7	0.0	2.2

Supervisory Status

In order to determine supervisory status, respondents were asked if they routinely supervised one or more individuals on a daily basis. For purposes of reporting survey results, "managers" are defined here as those individuals who responded affirmatively and "subordinates" are defined as those who replied negatively. Within each organizational group, there were both managers and subordinates represented. Overall, 27.4 percent of respondents indicated that they supervise at least one or more individuals on a daily basis (managers). The majority of respondents (72.6%) indicated that they do not supervise (subordinates). Table 7 presents the breakdown of managers and subordinates by organizational group.

Table 7
Manager/Subordinate Status by Organizational Group (n=881)

| | Percent | | | | | | | |
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Manager	36.4	22.5	33.0	39.1	11.8	26.7	13.6	27.4
Subordinate	63.6	77.5	67.0	60.9	88.2	73.3	86.4	72.6

Personal Characteristics

Age

Overall, 84.2 percent of respondents were age 35 and older, with 75.8 percent of respondents in the 35-54 age range. Slightly less than 16 percent of respondents were younger than 35. Table 8 shows the respondents' ages by organizational group.

Table 8
Age by Organizational Group (n=867)

| Age | Percent | | | | | | | |
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
20-29	16.7	5.5	6.2	1.5	0.0	12.4	9.1	7.6
30-34	0.0	7.3	8.1	6.2	11.1	8.2	27.3	8.2
35-44	16.7	33.6	37.8	30.8	27.8	31.1	27.3	33.1
45-54	50.0	44.9	39.2	53.8	55.6	39.7	36.4	42.7
55 & above	16.7	8.8	8.6	7.7	5.6	8.6	0.0	8.4

Gender

Respondents were evenly distributed between men and women. Just over half (50.1 percent) of respondents were male, and 49.9 percent were female, as shown in Table 9.

Table 9
Gender by Organizational Group (n=885)

				Percent			
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Male	25.0	45.6	53.1	56.5	83.3	47.8	72.7	50.1
Female	75.0	54.4	46.9	43.5	16.7	52.2	27.3	49.9

Marital Status

The majority of respondents reported being married or having been married at one time (86.7 percent). At the time of the survey, 71.2 percent of respondents reported they were currently married, 2.1 percent reported they were separated, 12.5 percent reported they were divorced, and 0.9 percent reported they were widowed. Less than 14 percent of respondents had never been married. Table 10 presents respondents' marital status by organizational group.

Table 10
Marital Status by Organizational Group (n=875)

				Percent			
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Never Married	25.0	11.4	14.7	7.5	5.6	16.2	9.5	13.4
Married	41.7	73.2	70.6	76.1	88.9	68.4	71.4	71.2
Separated	8.3	2.1	1.4	3.0	0.0	1.9	4.8	2.1
Divorced	25.0	12.5	11.9	10.5	5.6	13.2	14.3	12.5
Widowed	0.0	0.7	1.4	3.0	0.0	0.4	0.0	0.9

Dependent Care

Respondents were asked if they had family members at home who required care or supervision during the workday. The majority of respondents did not have dependents who required supervision; a total of 70.6 percent had neither child nor adult care responsibilities. Overall, 26.1 percent had a child family member needing care, 2.6 percent an adult, and 0.7 percent had both children and adults needing care. Table 11 presents the breakdown of dependent care by organizational group.

Table 11

Dependent Care Status by Organizational Group (n=885)

					Percent			
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Adult Care	0.0	2.1	3.3	1.5	0.0	3.4	0.0	2.6
Child Care	8.3	22.1	29.3	27.5	38.9	27.0	31.8	26.1
Both	0.0	0.0	0.9	0.0	0.0	1.1	4.6	0.7
Neither	91.7	75.8	66.5	71.0	61.1	68.5	63.6	70.6

Respondents were also asked *"how difficult or easy has it been to make child care or adult care arrangements for these family members during the workday?"* As shown in Figure 1, respondents with responsibilities for adult care were much more likely than those needing child care to report that obtaining care was difficult or very difficult. Over 60 percent of those with adult care responsibilities reported difficulties in making arrangements, compared to 30.3 percent of those with child care responsibilities.
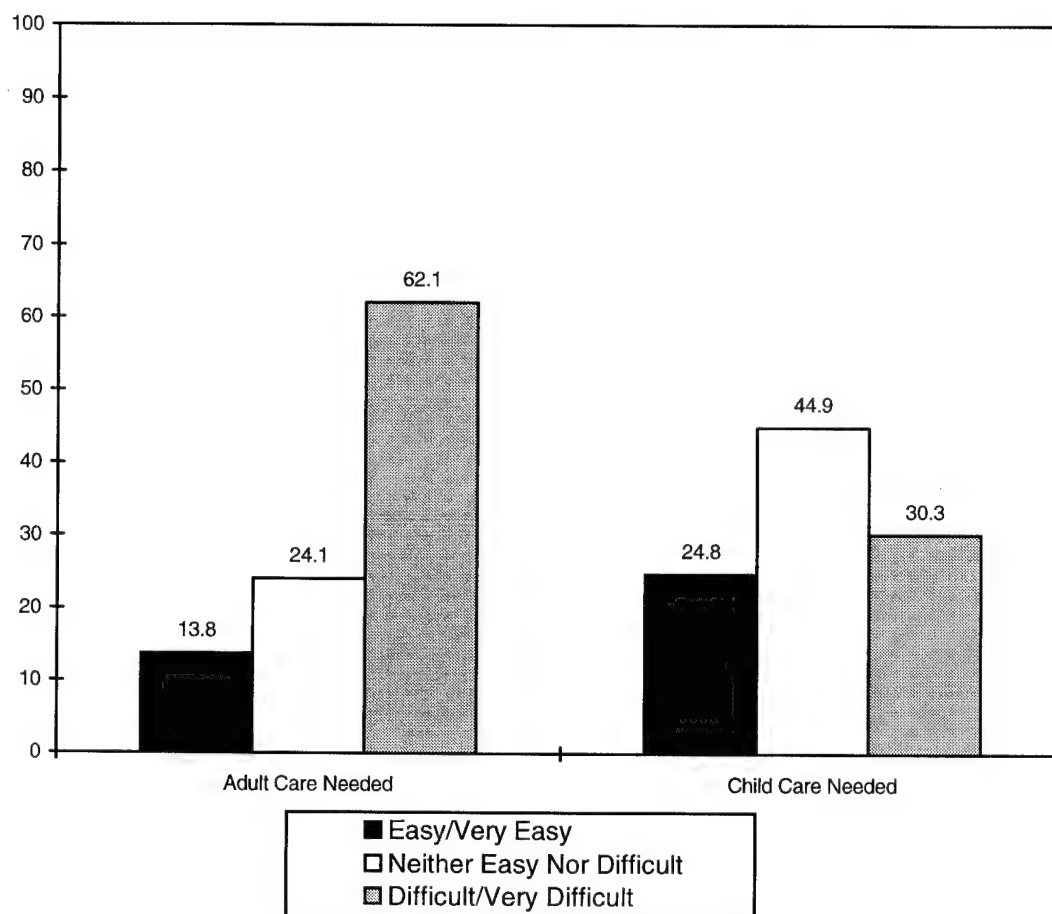
14

Figure 1. **Difficulty in obtaining dependent care.**

Not surprisingly, over half (44.7 percent) of the respondents with a child needing care also reported that child care responsibilities had a great or very great influence on their choice of work hours. An additional 21.1 percent said child care responsibilities had a moderate influence.

Participation in the OUSD(P&R) Alternative Work Schedules Program

Amount of AWS Participation

Approximately one-third (33.7%) of respondents were participating in the AWS program and personally using one of the available alternative work schedules. Of the 66 percent who were not participating, 32.9 percent chose not to participate, 57.4 percent worked in a non-participating office, and 9.7 percent had managers who did not allow their participation in the program. Table 12 shows the breakdown of self-reported participation and non-participation in the AWS program by organizational group.

Table 12
AWS Participation by Organizational Group

	Percent							
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Participating in program	41.7	33.9	59.4	27.5	16.7	17.6	9.1	33.7
No, chose not to participate	25.0	25.9	27.4	46.4	38.9	6.4	9.1	21.8
No, office not participating	25.0	30.8	8.5	21.7	27.8	72.7	63.6	38.0
No, supervisor would not allow	8.3	9.4	4.7	4.4	16.7	3.4	18.2	6.4
Total Respondents	12	286	212	69	18	267	22	886

Type of AWS Participation

Those respondents who indicated they were participating in the AWS program were further asked which work schedule they were using. Choices were *flexitour*, *gliding schedule*, *compressed 5/4-9*, or *4-day workweek*. For participating respondents, 2.0 percent did not know what type of AWS schedule they were using, 24.4 percent were on the flexitour schedule, 3.0 percent on a gliding schedule, 68.6 percent on the compressed "5/4-9" schedule, and 2.0 percent were on a 4 day workweek schedule. Table 13 presents the type of AWS participation by organizational group.

Table 13
Type of AWS Participation by Organizational Group

				Percent			
	P&R/IO	ASD (FMP)	ASD (HA)	ASD (RA)	DUSD (Readiness)	DUSD (R&R)	All Other P&R	Total
Participating, but schedule unknown	0.0	2.1	0.0	5.3	0.0	6.4	0.0	2.0
Flexitour	20.0	16.5	6.4	26.3	0.0	89.4	50.0	24.4
Gliding	20.0	5.2	0.0	5.3	0.0	4.3	0.0	3.0
Compressed 5/4-9	60.0	70.1	93.7	63.2	100.0	0.0	50.0	68.6
4 day workweek	0.0	6.2	0.0	0.0	0.0	0.0	0.0	2.0
Total Number	5	97	126	19	3	47	2	299

Reasons for Non-participation

As described above, about one-third of respondents (33.7%) reported they were participating in the AWS program by personally using one of the alternate schedules. Non-participation took three forms: 38 percent said their offices were not participating, 21.8 percent indicated they had chosen not to participate, and 6.4 percent reported their supervisors would not allow them to participate. The results reported in this section are concerned with the reasons given for not participating—either individuals' reasons for deciding against the use of AWS, even though available, or managers' reasons for disallowing participation.

Managers' Reasons for Not Allowing Subordinates to Use AWS

Managers were asked, "*if you, as a supervisor, do not allow some of your subordinates to use the AWS program, what are your reason(s) for this decision?*" The response most often chosen by managers was that the requirements of the deputate/immediate office were not conducive to the use of AWS (56.7%). The reason least likely to be given by managers was that supervision of subordinates would be difficult. Figure 2 presents all of the reasons and the percentage of managers choosing each. Percentages do not sum to 100 percent because respondents could mark more than one reason.

Note that managers' responses to this question could reflect their decisions regarding any number of subordinates, from one individual to an entire deputate. In addition, because the survey was conducted as a full census, "managers" as defined here cross the full range of supervisory, managerial, and executive levels within the OUSD(P&R) organization. Therefore, the managers' reasons for not allowing participation are relevant not just to the 6.4 percent who

17

said their supervisors would not allow them to participate in AWS, but also to some part of the 38 percent who reported that their offices were not participating in the AWS program.
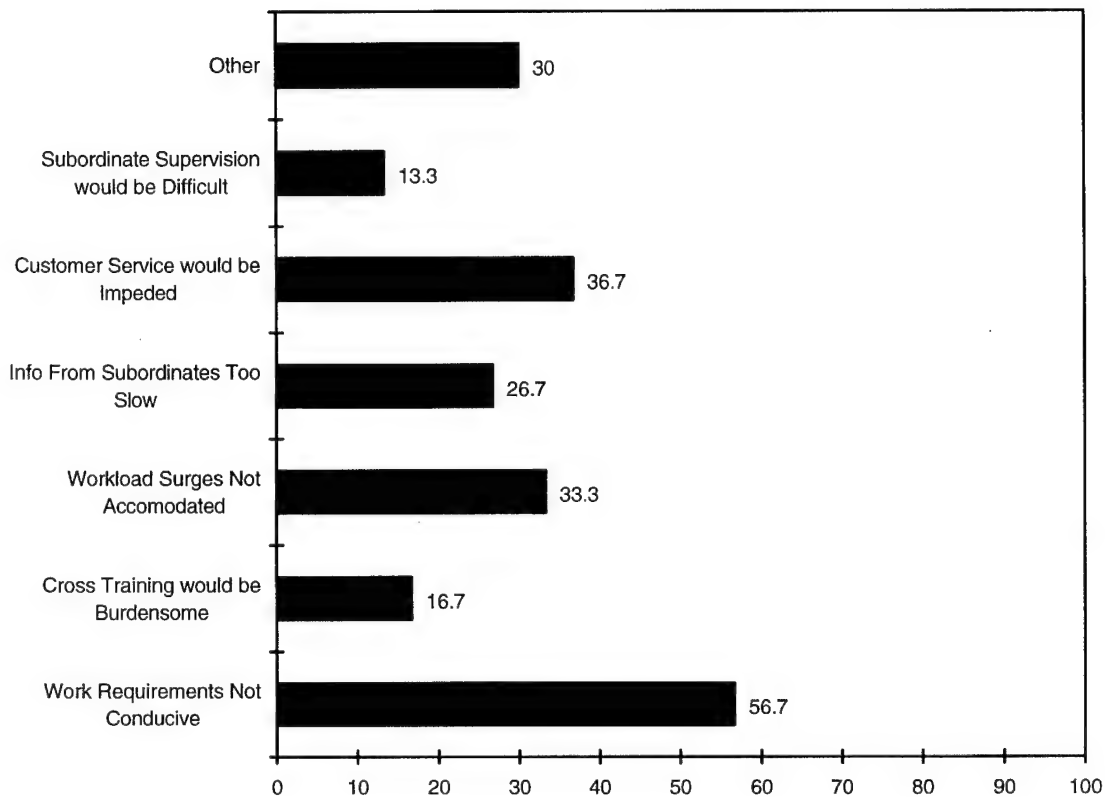
Figure 2. **Managers' reasons for not allowing subordinates to use AWS program.**

Reasons for Choosing Not to Participate in AWS

Respondents who indicated they had voluntarily chosen not to participate in AWS were asked to indicate their reason for the choice. Figure 3 presents the responses of these individuals. Note that this group includes both managers and subordinates. The most commonly given reason for not participating was a preference for the current work schedule (57.7 percent).
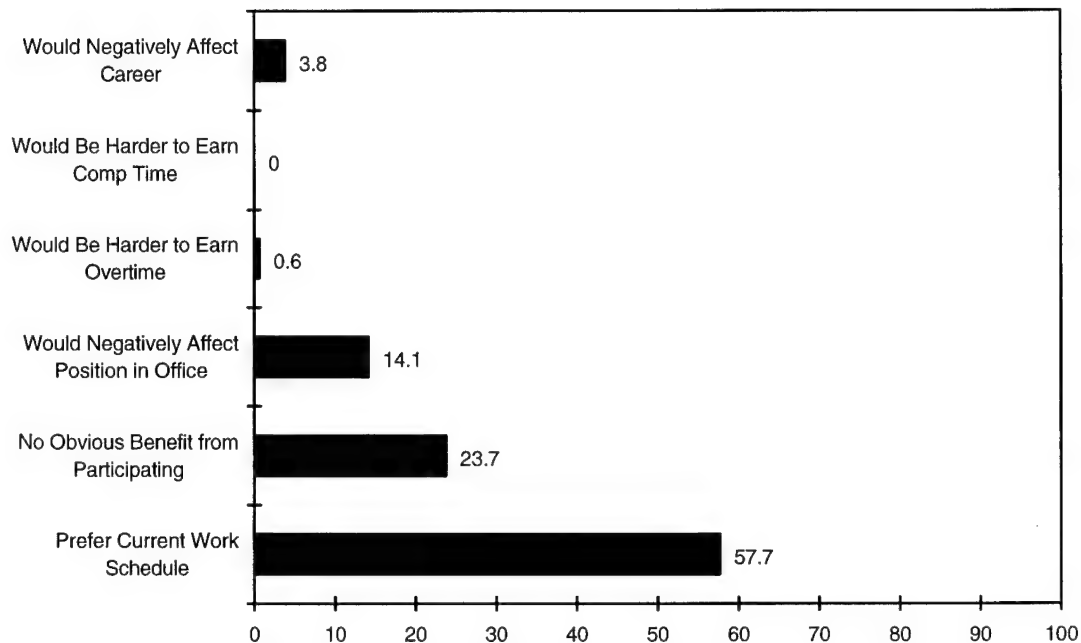
Figure 3. **Reasons for choosing not to participate in AWS.**

Influences on the Choice of Work Schedule

Given a choice of work schedules, individuals may have a variety of reasons for choosing their schedules. Respondents were asked how much influence various factors had on their choice of work hours. These factors included *requirements of agency, supervisor, or job, transportation arrangements, household responsibilities, ability to schedule personal appointments during regular business hours, ability to earn credit hours, ability to earn overtime, ability to hold a second job, ability to earn a day off,* and *other.* Overall, 21 percent did not respond to this item, as they reported having no choice of work hours. Responses for the remaining 79 percent of respondents, broken down by AWS participants versus non-participants and by managers versus subordinates, are presented in Figures 4 to 7.

Work Schedule Influences for AWS Participants and Non-Participants

Figure 4 shows the ratings of AWS participants for each category. Responses indicate that the greatest influences for AWS participants were *requirements of agency, supervisor or job, ability to earn a day off,* and *transportation.* The factors with the least influence were *ability to earn overtime, ability to earn credit hours*, and *ability to hold a second job.*
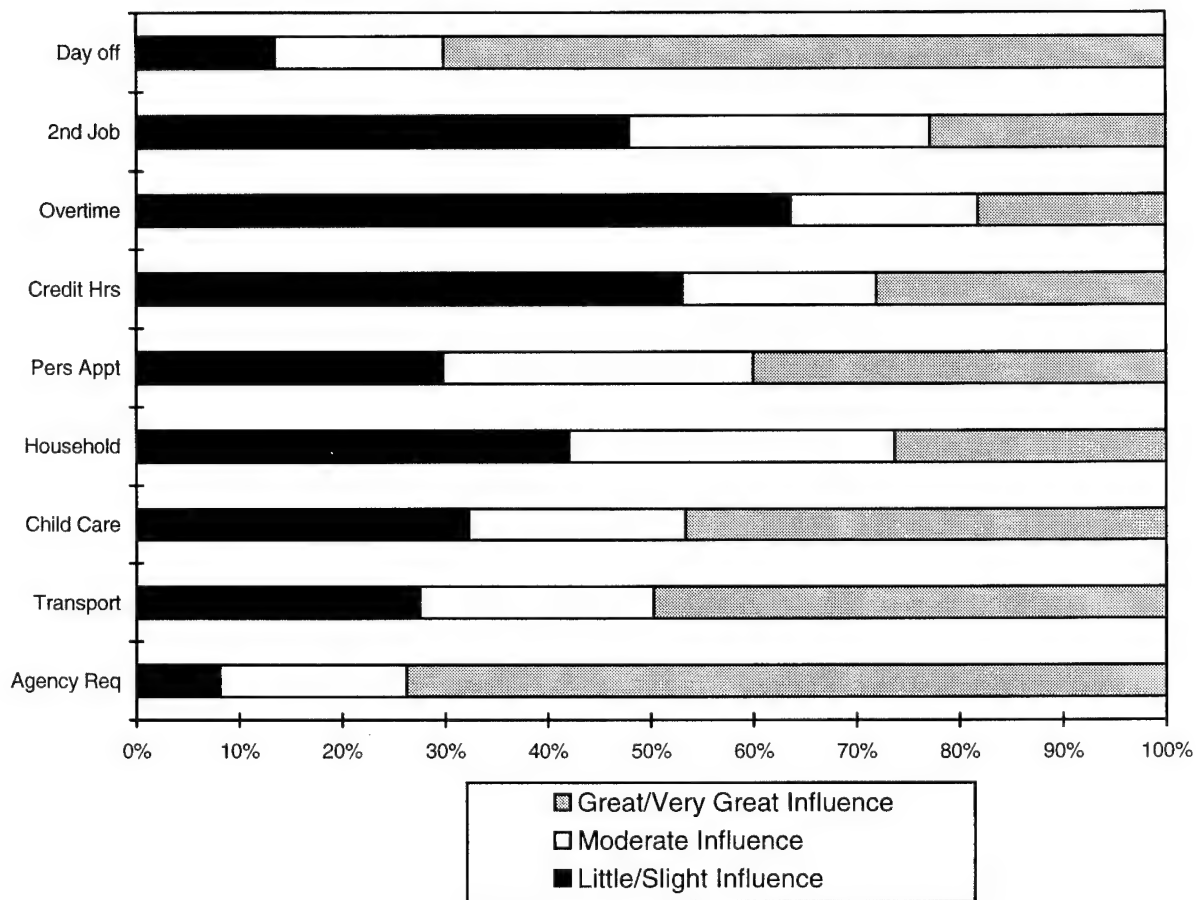
Figure 4. **Influence on choice of work hours: AWS participants.**

For those personnel not participating in the AWS program, the greatest influences on the choice of work schedules were *requirements of agency, supervisor or job, transportation*, and *ability to earn a day off.* The factors with the least influence were *ability to hold a second job, household responsibilities*, and *ability to earn overtime.* These results are presented in Figure 5.
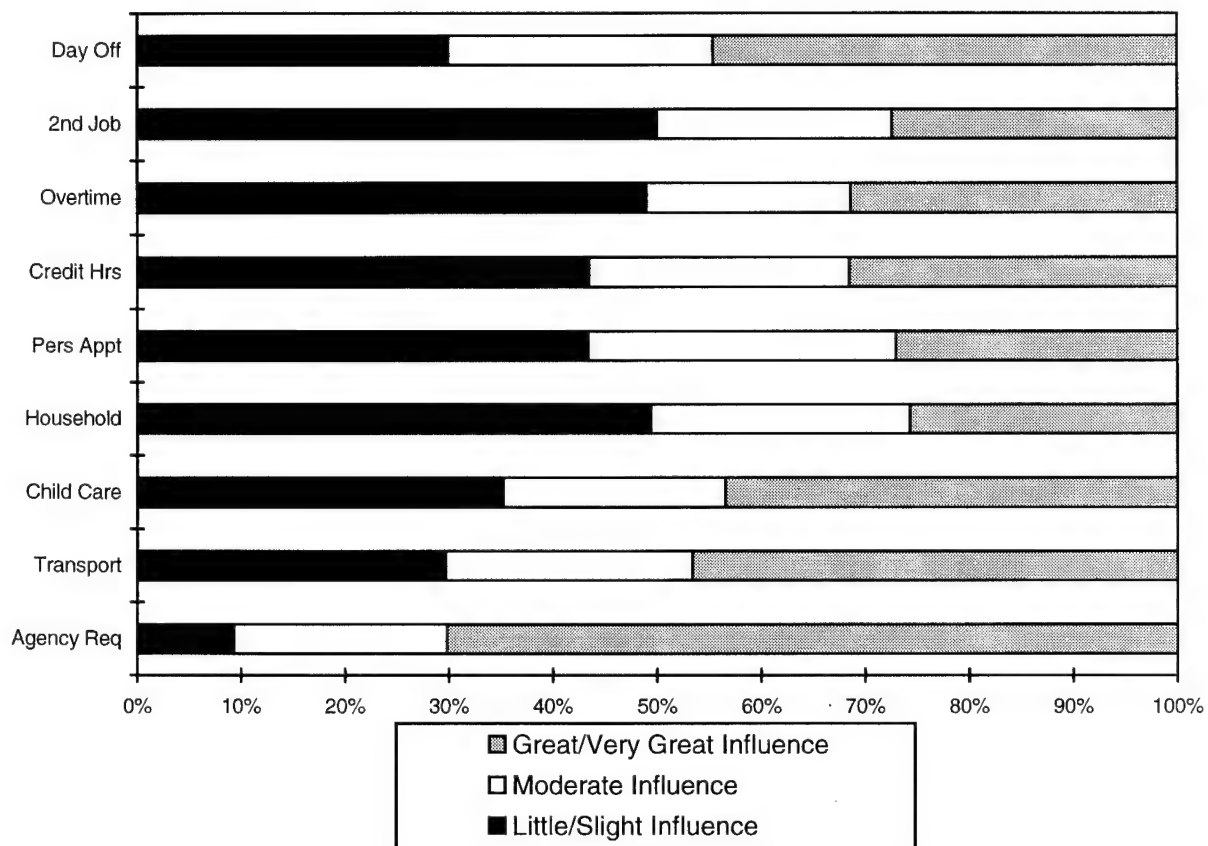
Figure 5. **Influence on choice of work hours: Non-participants.**

In comparing Figures 4 and 5, response patterns were quite similar for the effect of various factors on the choice of work schedule, although the ability to earn a day off was more important for AWS participants. This difference, however, would be expected simply because this is one of the characteristics of AWS programs.

Work Schedule Influences for Managers and Subordinates

Managers reported that *requirements of agency, supervisor or job*, *ability to earn a day off*, and *transportation* were the most influencing factors in their choice of work hours. Factors with little influence included *ability to hold a second job, household responsibilities*, and *ability to earn overtime*. Figure 6 presents the results for managers.

22
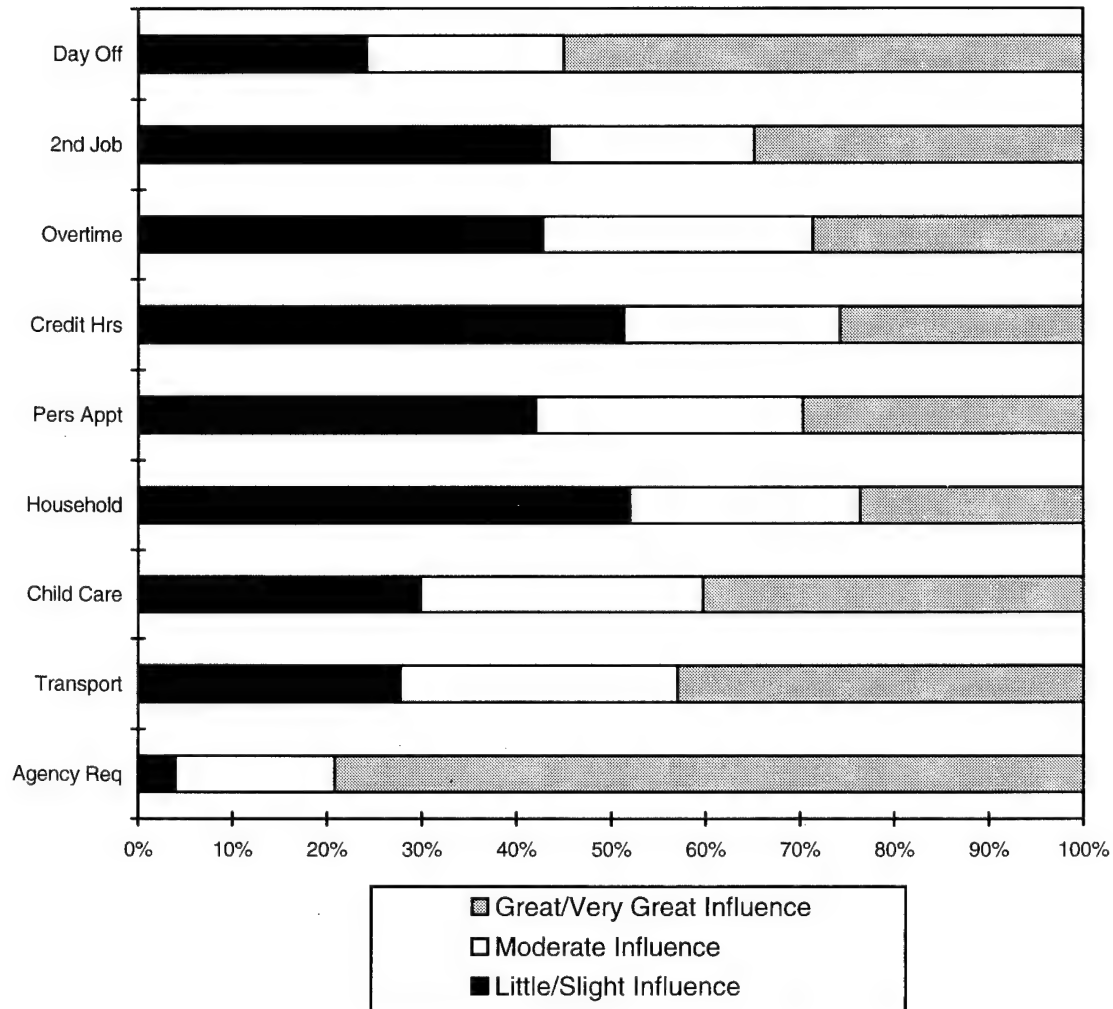
Figure 6. **Influence on choice of work hours: Managers.**

For subordinates, the factors with the most influence were *requirements of agency, supervisor or job, ability to earn a day off,* and *transportation.* Like managers, the non-influential factors included *ability to earn overtime, ability to hold a second job,* and *ability to earn credit hours.* Figure 7 presents subordinates' work schedule influences. In comparing Figures 6 and 7, there are very few differences in the pattern of responses for subordinates and managers.
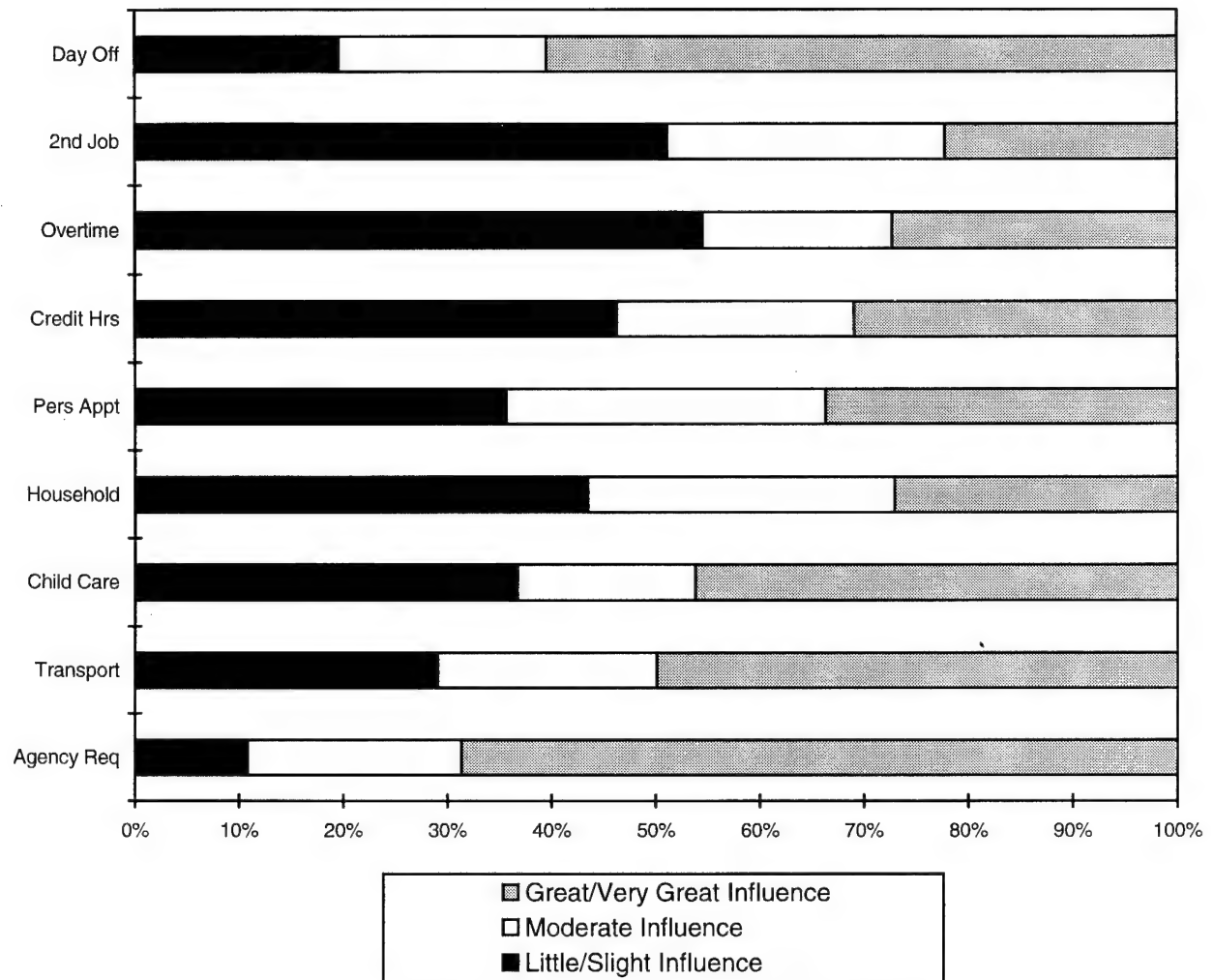
Figure 7. **Influence on choice of work hours: Subordinates.**

Satisfaction

Satisfaction with Work Schedule

Overall, 71.2 percent reported being satisfied or very satisfied with their current work schedule, 17 percent reported being neither satisfied not dissatisfied, and 11.8 percent reported being dissatisfied or very dissatisfied with their current work schedule. AWS participants were significantly more satisfied with the work schedule than non-participants, as shown in Figure 8. However, AWS participants also reported having worked less time on their current work schedule than non-participants. Twelve percent of AWS participants, as compared to 46 percent of non-participants, said they had worked more than two years on their current work schedule.
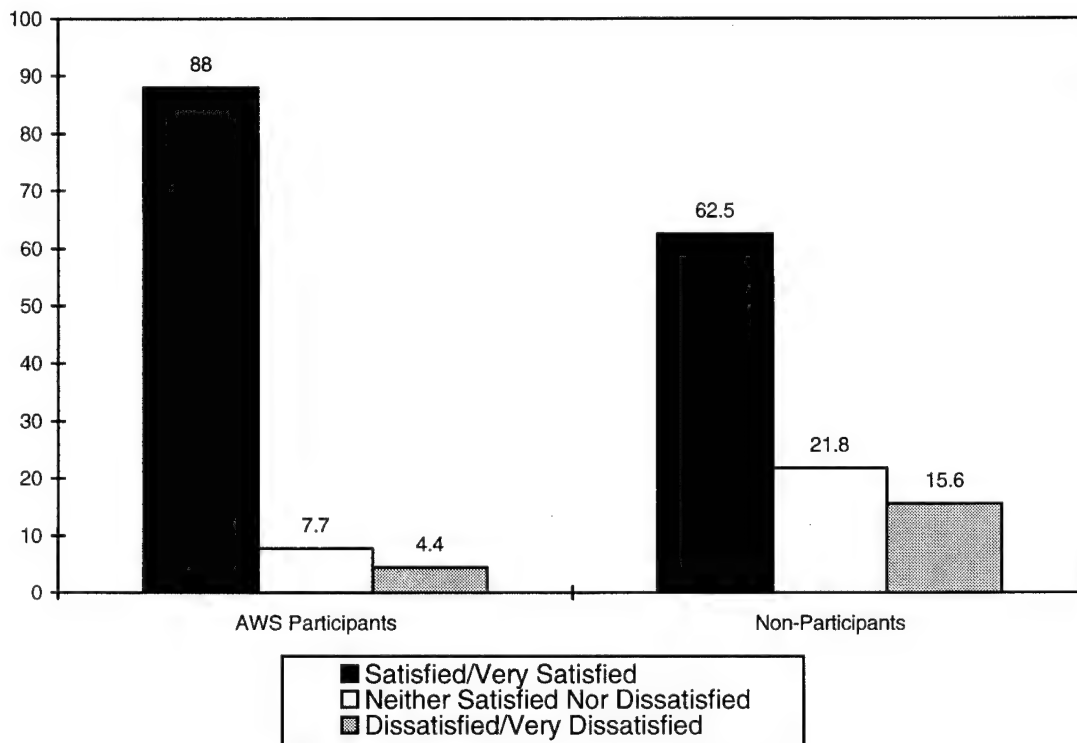
Figure 8. **Satisfaction with current work schedule for AWS participants and non-participants.**

As shown in Figure 9, there is little difference between managers and subordinates in their levels of satisfaction with the current work schedule. In addition, there is little difference between these two groups in terms of the length of time on the current schedule. Thirty-eight percent of

25

managers and 32 percent of subordinates reported having been on their current work schedule for for more than two years.
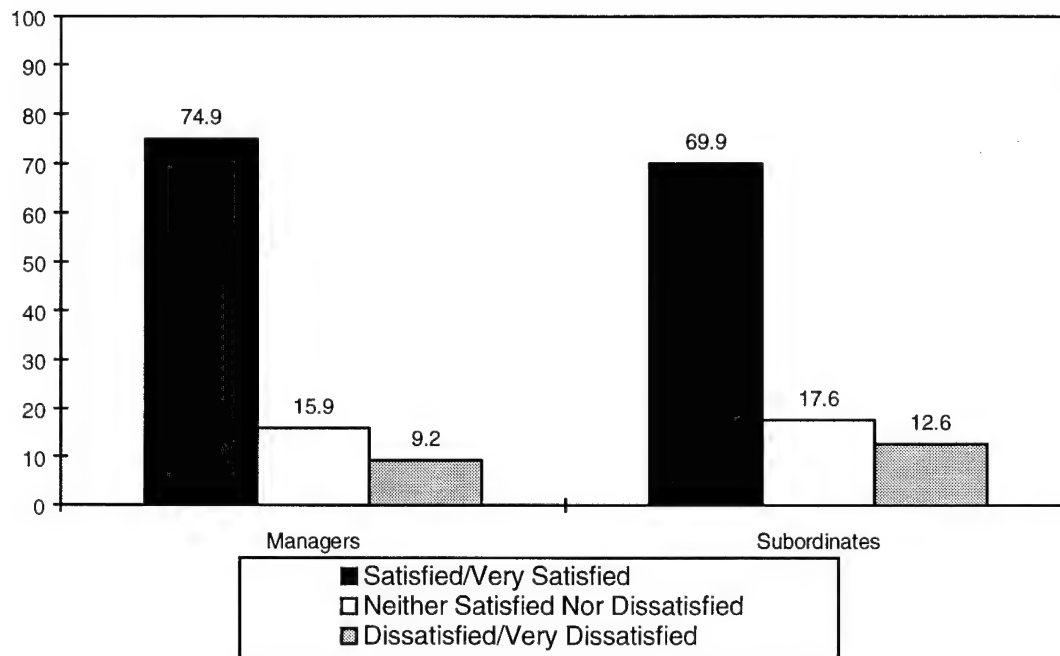
Figure 9. **Satisfaction with current work schedule for managers and subordinates.**

Overall Job Satisfaction

Eighty-two percent of the respondents said they were either satisfied or greatly satisfied with their jobs. Approximately 11 percent reported they were neither satisfied nor dissatisfied, and job dissatisfaction was relatively uncommon. Less than seven percent of individuals reported being dissatisfied or greatly dissatisfied with their job. Although individuals participating in the AWS program were slightly more satisfied with their current jobs than non-participants (Figure 10), the difference is not statistically significant. With respect to managers and subordinates, a higher percentage of managers reported being satisfied with their jobs than did subordinates (Figure 11). This difference is frequently found in satisfaction research, and stems from the fact that satisfaction typically increases with supervisory level.
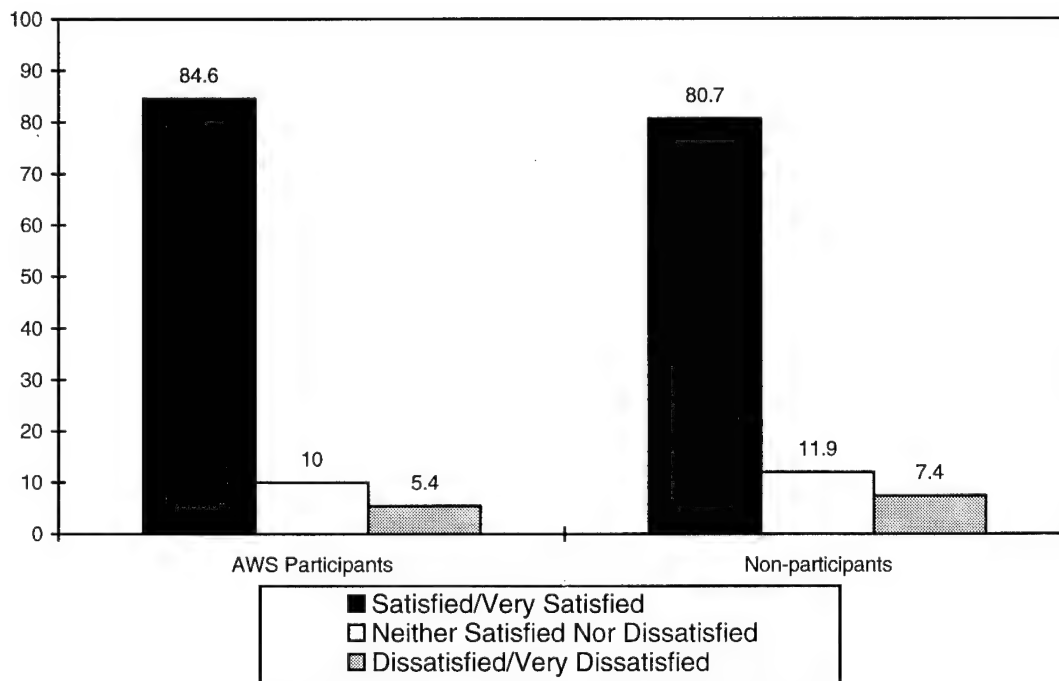
Figure 10. **Overall job satisfaction for AWS participants and non-participants.**
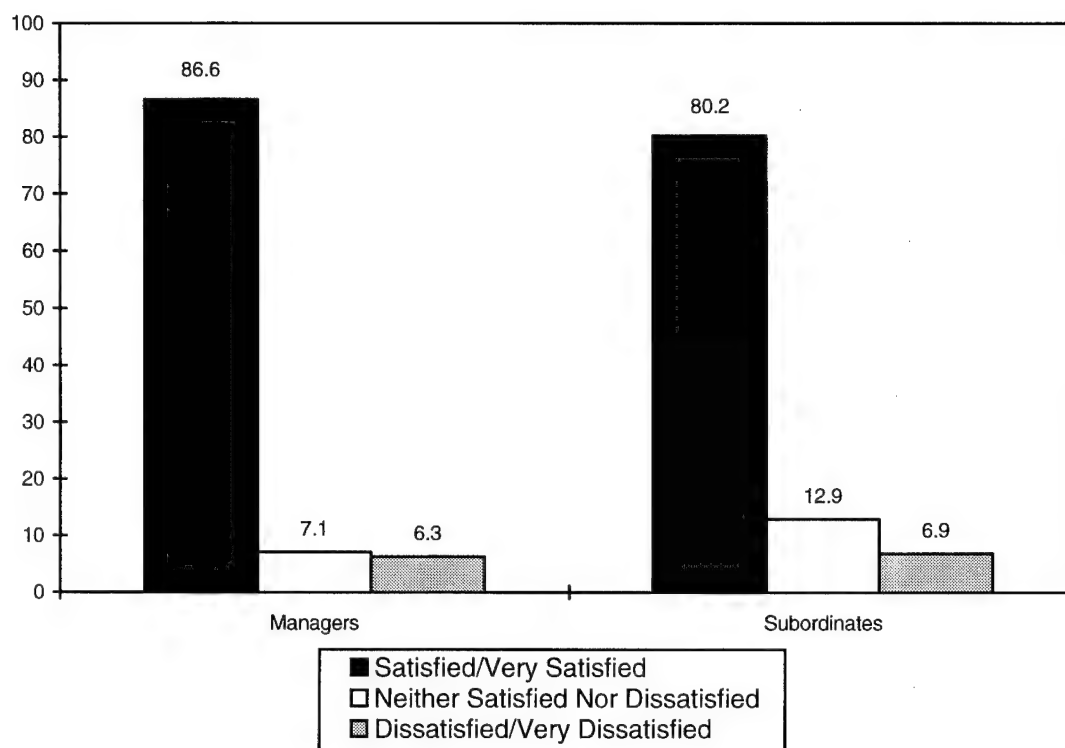
Figure 11. **Overall job satisfaction for managers and subordinates.**

AWS Program Impact

AWS Participants

Time Spent on Non-work Activities

One of the purposes of an AWS program is to permit employees more flexibility in scheduling, so that they may spend more time on non-work activities. In view of this objective, AWS participants were asked about changes in the amount of time spent on various activities, including *educational, professional, civic or volunteer, financial, family, physical fitness, leisure-time,* and *other paid employment*. Figure 12 shows reported changes in the amount of time spent on eight specific activities. The three largest increases were family, leisure, and physical fitness activities. Very few respondents said they were spending less time on outside activities, although substantial percentages indicated no change in five of the eight activities.

The *other paid employment* item was intended to be a surrogate measure of moonlighting. Slightly less than 13 percent of AWS participants reported that the amount of time increased as a result of the AWS program. Clearly, a great deal of caution is needed in interpreting this item. For the 13 percent who reported an increase, it is not possible to determine whether this means taking on a second job or increasing the amount of time spent at a second job the individual already had. In addition, the large percentage who indicated no change would include both those for whom the item was inapplicable (because they had no secondary employment) and those who had a second job, but had not changed the amount of time spent on it. However, it does appear that relatively few individuals chose to increase the time spent on secondary employment as a result of AWS.
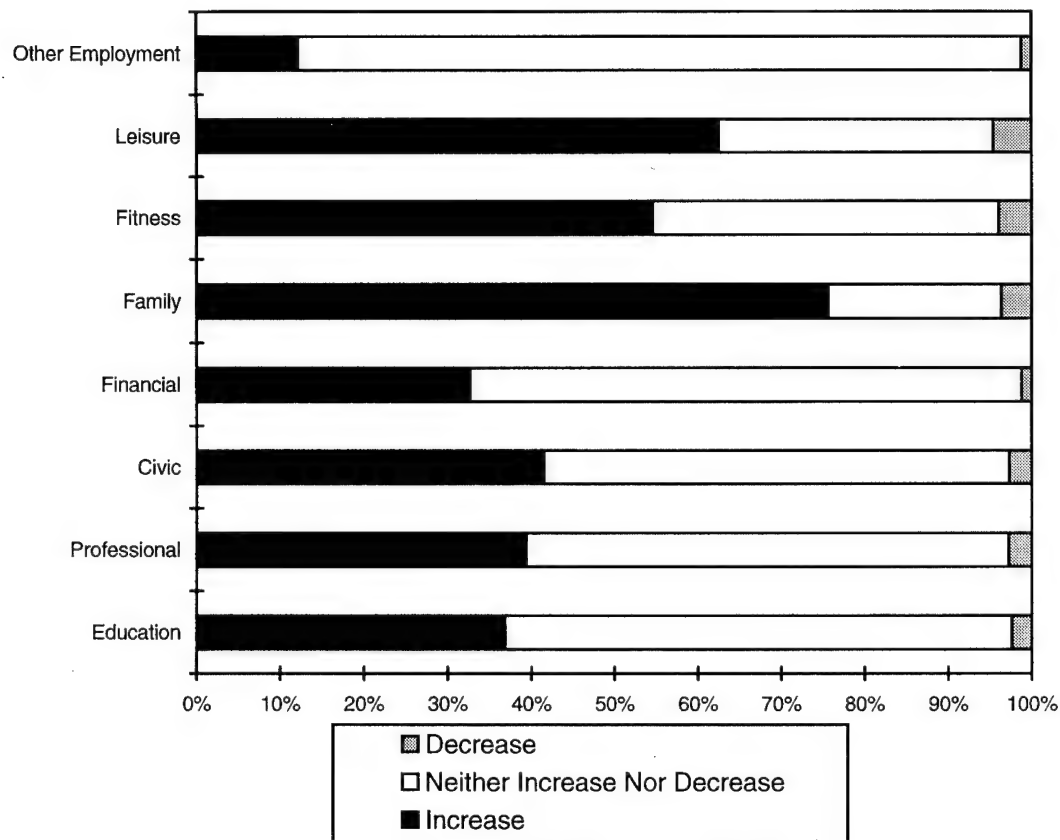
Figure 12. **Changes in time spent on non-work activities.**

Management of Extended Work Hours

A potential problem in AWS programs, especially those involving compressed schedules, is the need for longer workdays, sometimes resulting in fatigue. To determine whether this problem existed among P&R personnel, AWS participants were asked about the effect, if any, of the program on their physical and mental capacity to manage extended work hours. Over 82 percent of participants reported favorable or very favorable effects, 16 percent reported neither favorable nor unfavorable effects, and 2 percent reported unfavorable or very unfavorable effects of AWS on their capacity to handle the extended work hours.

Earning Credit Hours

Individuals participating in AWS and using either the flexitour or gliding schedule were asked if they were allowed to earn credit hours and, if so, how many. Of those individuals using flexitour or gliding schedules, 30.6 percent were able to earn credit hours. Of those individuals

able to earn credit hours, less than four percent were able to earn four to eight hours per month, and 23 percent were able to earn more than eight hours per month. Nearly 73 percent of respondents on the flexitour or gliding schedule, and able to earn credit hours, did not know how many hours they may earn per month.

Overtime and Use of Leave

A potential benefit of AWS programs is a reduction in the amount of time away from work. Although objective measures of leave usage would be preferable, these were not available. Therefore, AWS participants were asked how the AWS program had affected their overtime and use of leave. Figure 13 presents the reported increase or decrease in use of sick leave, annual leave, other leave, and paid overtime. More than 45 percent of AWS participants reported their use of sick time had decreased and more than 40 percent reported their use of annual leave had been reduced since participating in the AWS program. In all cases, however, the majority of respondents reported no change in overtime and leave use.
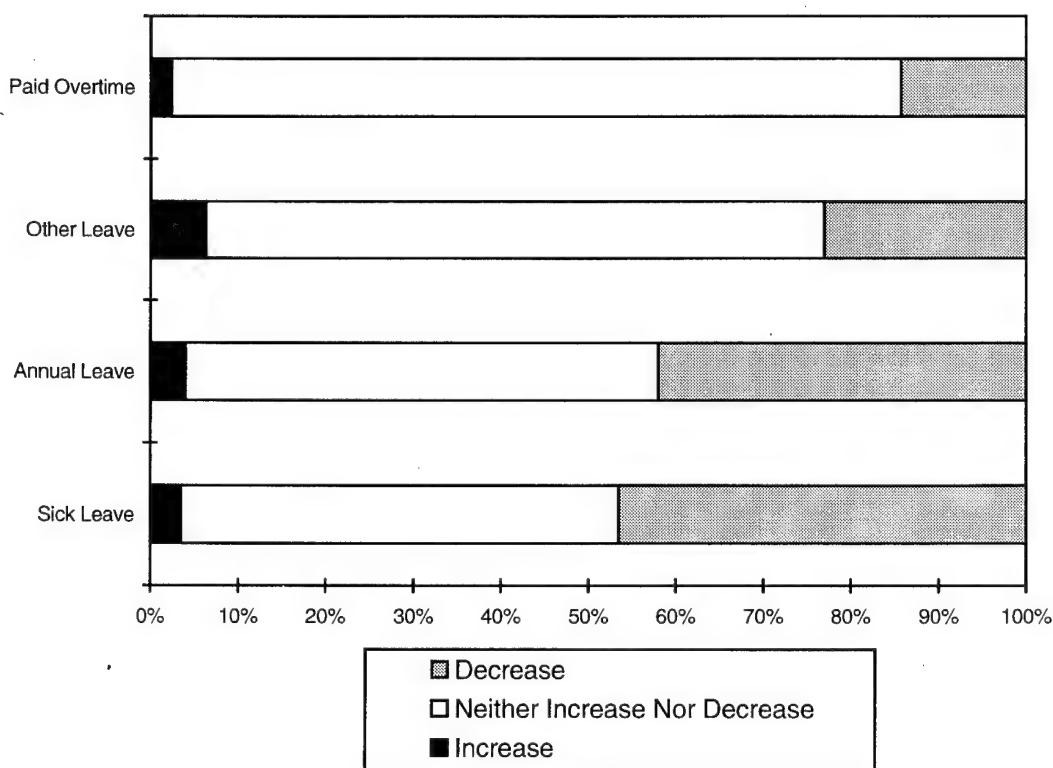
Figure 13. **Changes in use of overtime and leave for AWS participants.**

31

Effects of AWS on Work-Related Areas.

Respondents participating in the AWS program were asked *"what effect has the AWS program had on you in each of the following work-related areas?"* The items listed included *your job satisfaction, your job performance, your morale, your keeping up with daily workload, your productivity, your working relationship with your supervisor,* and *your commute to and from work.* For each item, Figure 14 shows the self-reported effect on participants. Overall, for each of the categories, no less than 60 percent of participants reported favorable or very favorable effects. The greatest percentage of respondents reporting unfavorable or very unfavorable effects was in the area of commuting to work. That percentage is very small, however, at less than 2 percent.
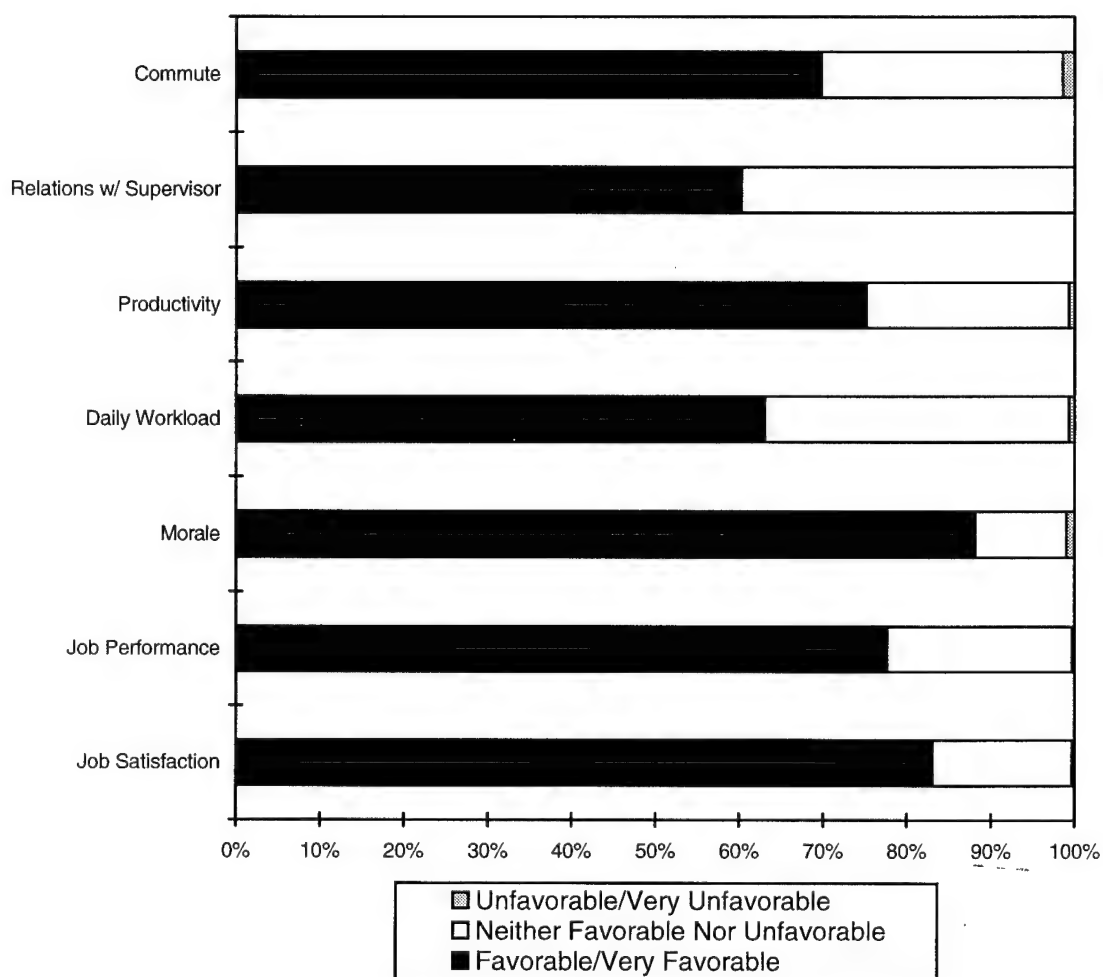
Figure 14. **Effects of AWS on work-related areas.**

32

Managers

Comparison of Subordinates' and Managers' Views of AWS Impact on Subordinates

For each of the areas in Figure 15, subordinates' own perceptions of themselves are contrasted with managers' views of their subordinates. Note that this involves a comparison across different survey items, rather than a simple breakdown of items by the two groups. Results shown in Figure 15 reflect the responses of non-supervisory AWS participants to the question, "*what effect has the AWS program had on you* . . ." versus the responses of supervisors to the question, "*what effect has the AWS program had on your subordinates* . . . ." Overall, the percentages of subordinates viewing the impact of the AWS program as favorable are substantially higher than the percentages of managers with similar views. The exception is morale, where managers and subordinates are in close agreement; in both groups, over 87 percent reported a favorable effect of AWS on morale.
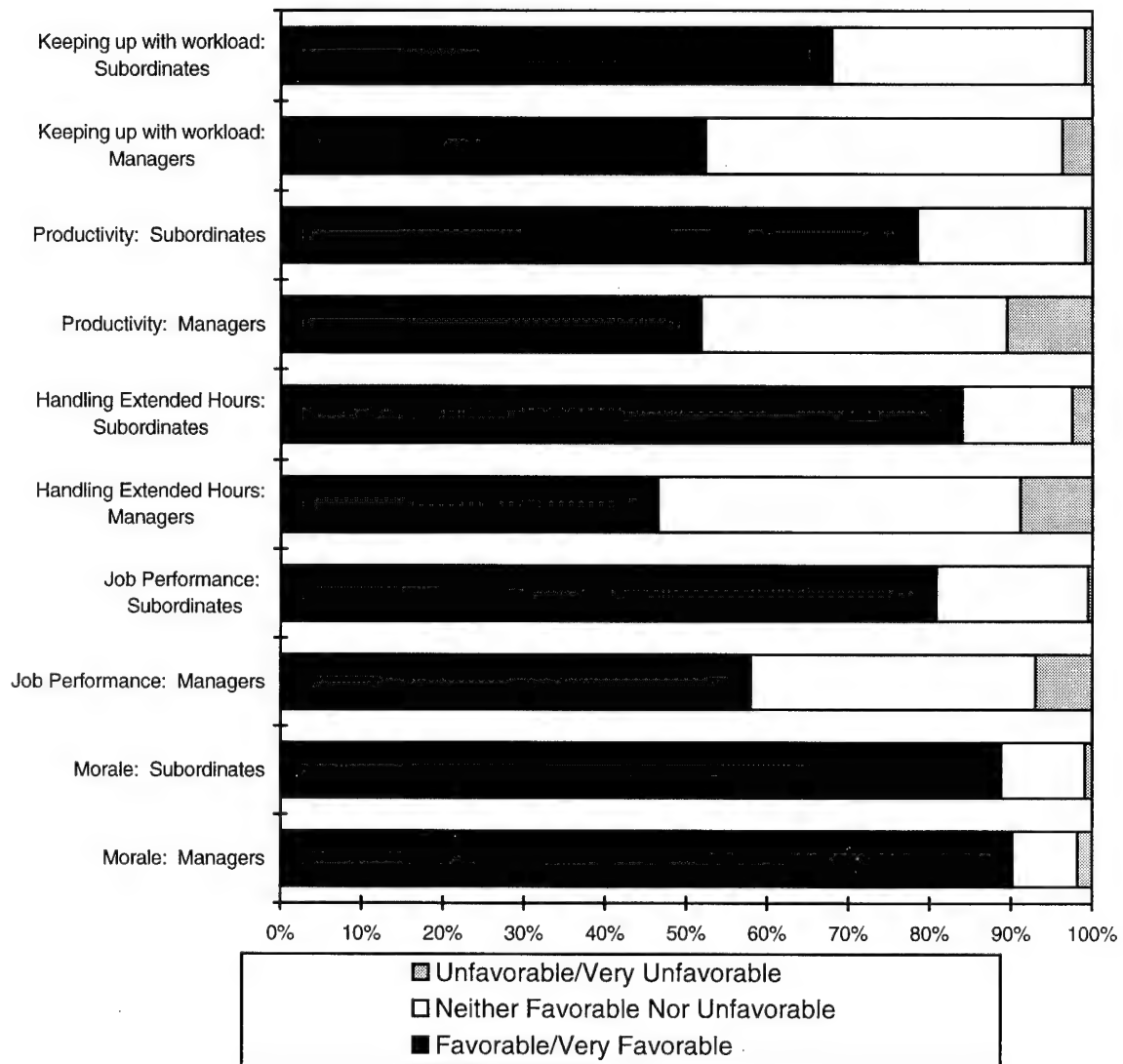
Figure 15. **Subordinates' versus managers' views of AWS impact on subordinates.**

Managers' Views of Subordinates' Availability

Anecdotal evidence suggests that one negative effect occasionally found in AWS programs is employees' being unavailable for meetings and unwilling to travel or go to training. In the case of travel and training, the reluctance is thought to stem from being limited to an eight-hour day (and thus not on an alternate schedule) when engaging in these activities. To obtain information about this possibility, the survey asked managers, *"in your opinion, what effect has the AWS program had on your subordinates in each of the following areas?"* The areas included *availability for staff meetings*, *willingness to go on TDY*, and *willingness to go to training*.

By and large, managers gave neutral responses, as shown in Figure 16. Nearly 56 percent of managers gave the neutral response of neither favorable nor unfavorable for subordinates' availability for meetings. With respect to subordinates' willingness to go on TDY, 74.5 percent of managers reported in a neutral manner, and for subordinates' willingness to go for training, 70.8 percent of managers reported neither favorable nor unfavorable. While most managers expressed neutral views, there were some differences in the managers' favorable and unfavorable responses. For meeting availability, managers' favorable and unfavorable responses were nearly equal percentages. For willingness to go on TDY and to go for training, on the other hand, far more managers said the effect of AWS was favorable rather than unfavorable.
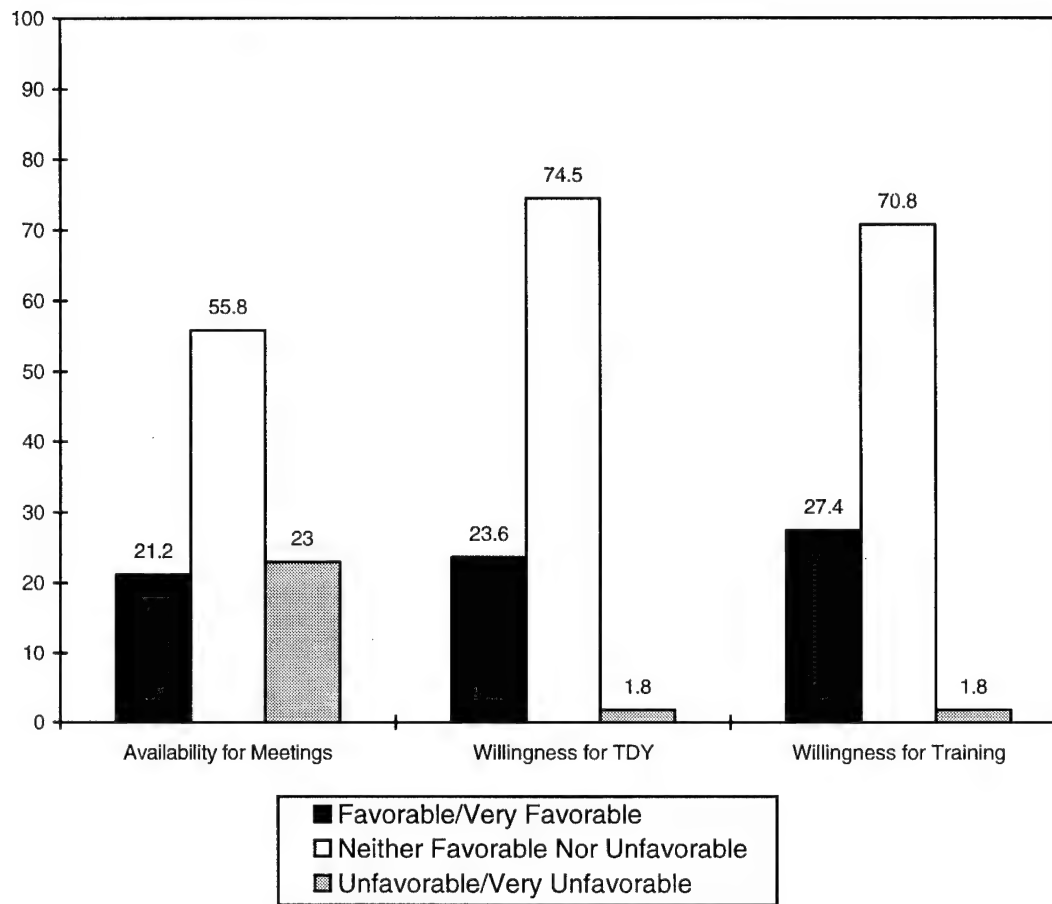
Figure 16. **Managers' views of AWS effect on subordinates' availability.**

Managers' Views of Subordinates' Overtime and Use of Leave

In addition to asking AWS participants about changes in their overtime and leave usage, managers were also asked how the AWS program had affected their subordinates' overtime and use of leave. Figure 17 shows the results for this item. With respect to sick leave, annual leave, other leave, and overtime, at least 65 percent of managers in each category responded that their subordinates' use had neither increased nor decreased. A substantial number of managers reported decreases in leave usage, as compared to a regular schedule, and less than two percent of managers indicated that leave had increased.
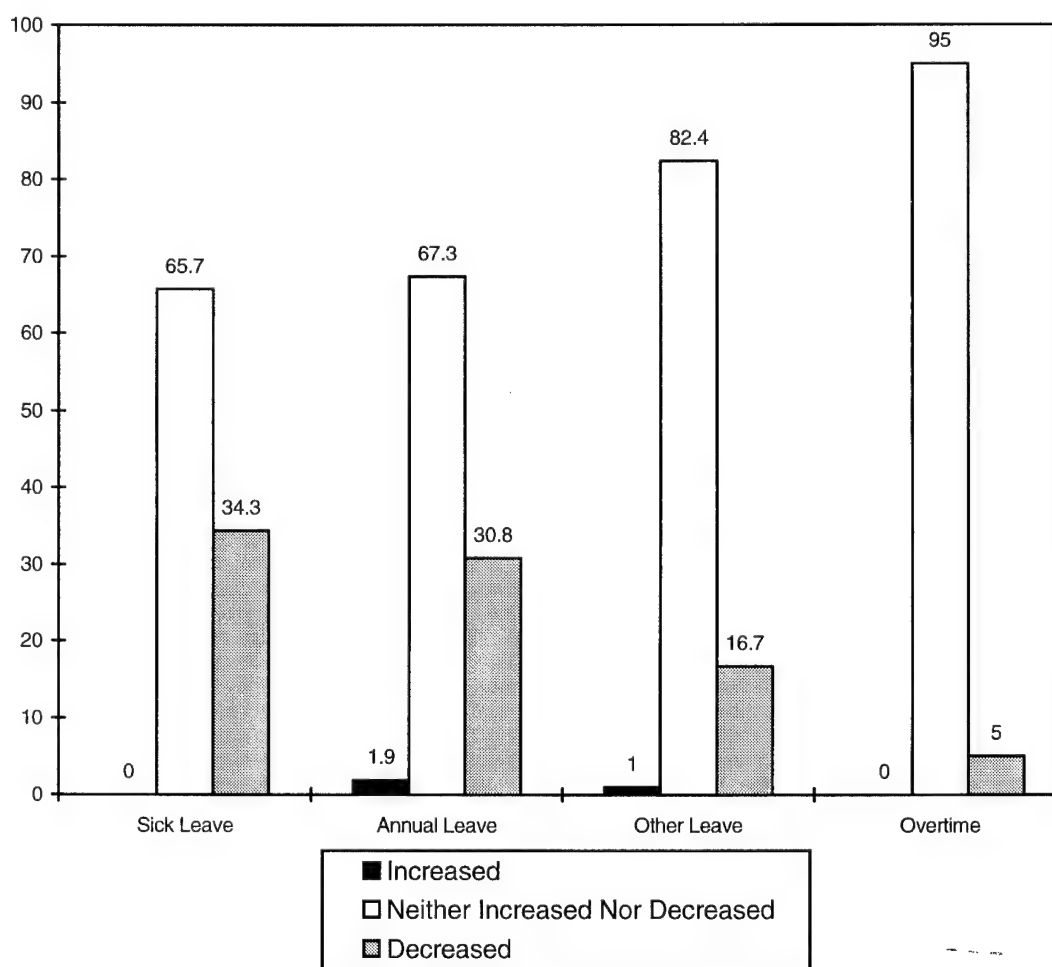
Figure 17. **Managers' views of AWS effect on subordinates' overtime and use of leave.**

37

Effects of the AWS Program on Managers' Work

There is a real possibility, with any type of AWS program, that managers will bear an increased burden, due to the need for extra effort in scheduling, coordinating, and planning the work. To address this potential issue, the managers were asked a number of questions about the impact of the AWS program on various aspects of their jobs.

Ability to obtain information. The majority of managers indicated the effect of the AWS program on their ability to obtain information was neither favorable nor unfavorable. However, 27.8 percent did report an unfavorable effect with respect to obtaining information from subordinates, while 20 percent reported a favorable effect. Obtaining information from peers was more balanced as approximately 20 percent of managers reported unfavorable effects and 21 percent of managers reported favorable effects. Figure 18 presents these percentages.
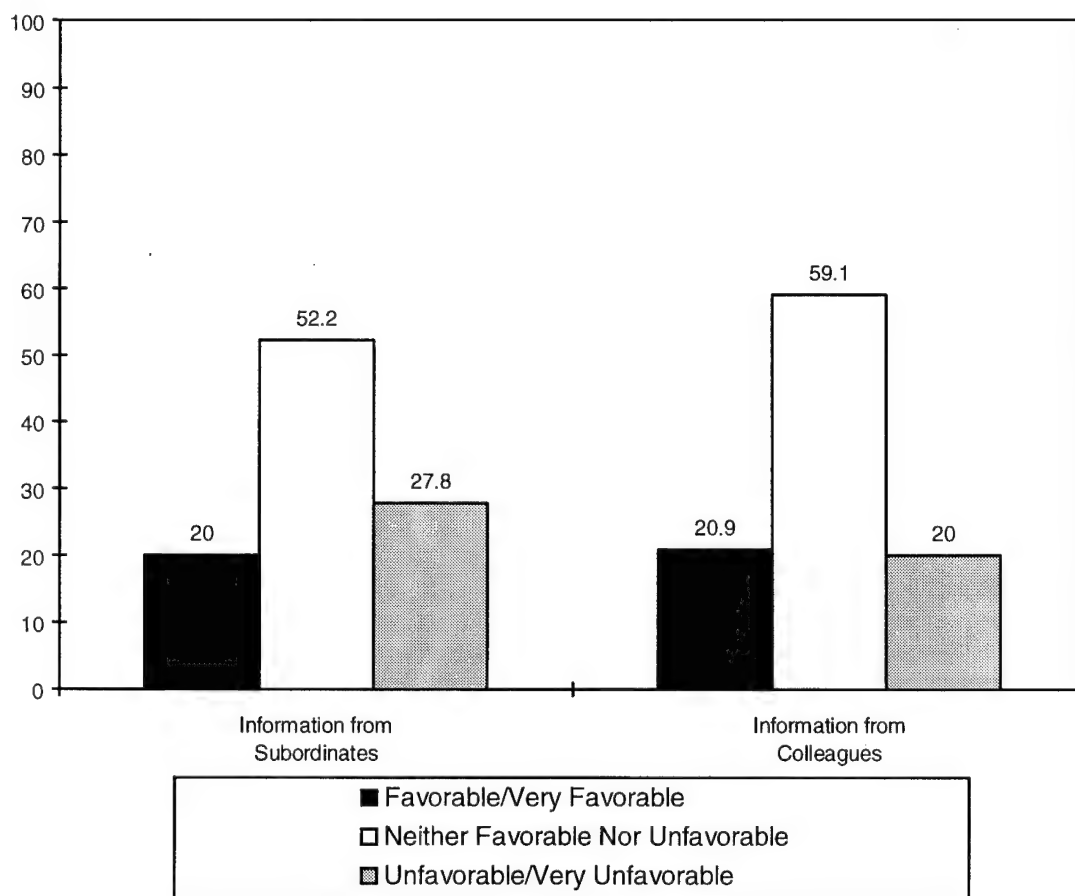
Figure 18. **AWS effect on managers' ability to obtain information from subordinates and colleagues.**

Supervision and relationship with subordinates. Managers reported that the effect of AWS on their working relationship with subordinates was largely favorable. Fifty-three percent said the effect was favorable, as opposed to less than five percent who said it was unfavorable. Managers also reported that the effect of AWS on their ability to supervise subordinates was more favorable than unfavorable, although most (69.6%) reported neither favorable nor unfavorable effects. Figure 19 presents the results for these two items.
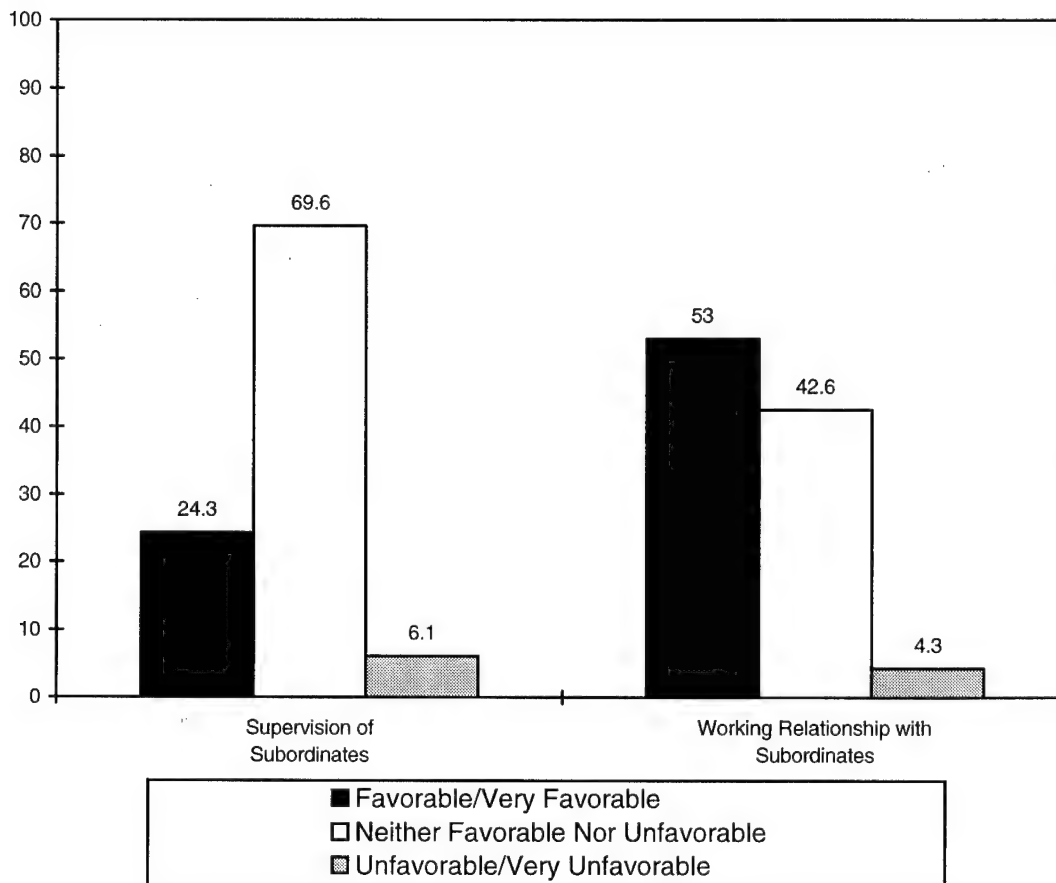
Figure 19. **AWS effect on managers' ability to supervise and working relationship with subordinates.**

Ability to ensure customer service. Overall, 30.4 percent of managers felt that the effect of the AWS program was favorable with respect to their ability to ensure customer service. Approximately 17 percent felt the effect was unfavorable, and 53 percent reported essentially no effect. These percentages are shown in Figure 20.
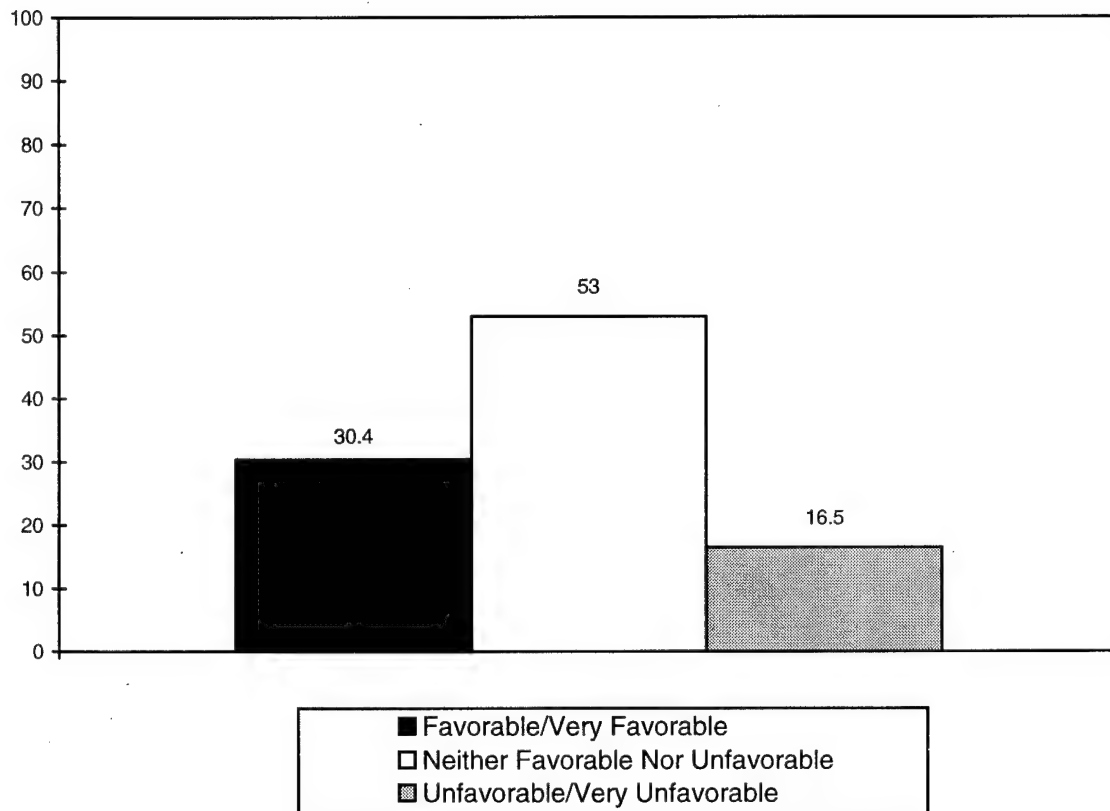
Figure 20. **AWS effect on managers' ability to ensure customer service is provided.**

Job satisfaction and time available to plan/organize. As shown in Figure 21, nearly 50 percent of managers reported favorable or very favorable effects of the AWS program on their job satisfaction. Less than 12 percent reported unfavorable effects. With respect to the amount of time available for planning and organizing work, very few managers reported unfavorable effects (10.4 percent), and 42.6 percent reported favorable effects, although the greatest percentage reported neither favorable nor unfavorable effects.
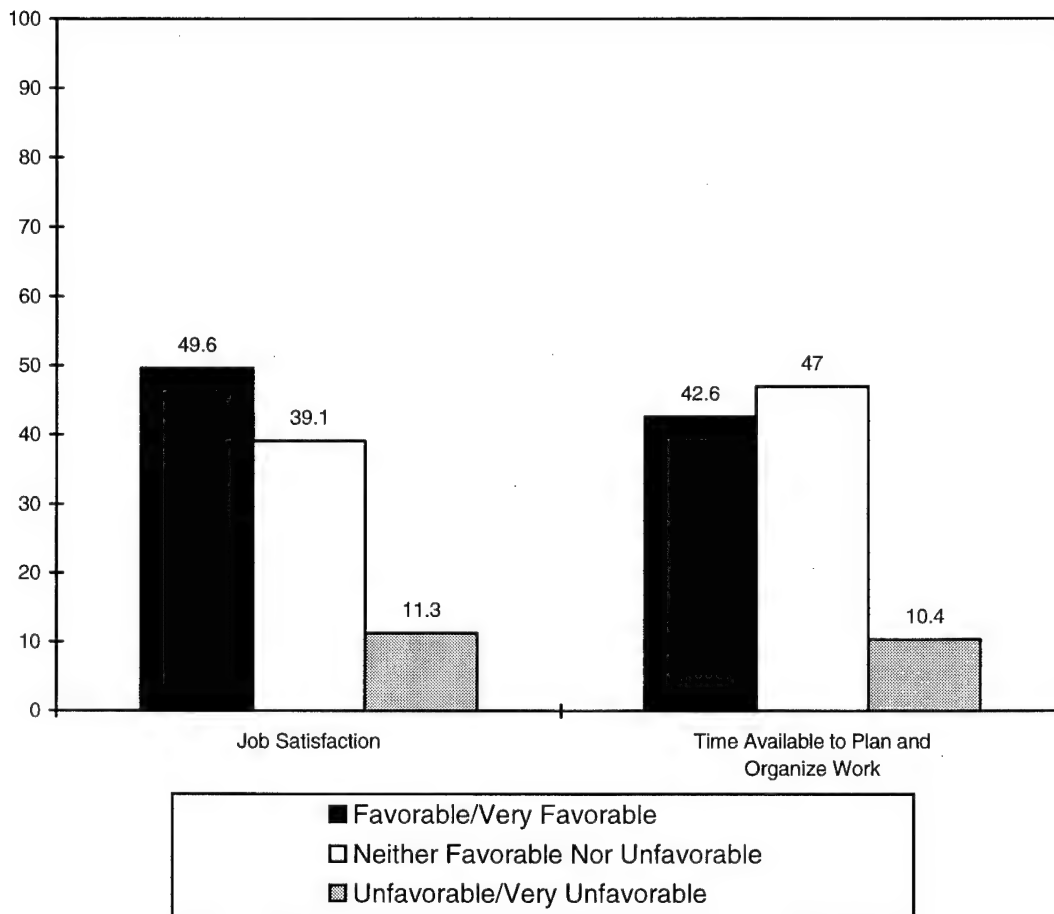
Figure 21. **AWS effect on managers' job satisfaction and time available to plan and organize work.**

41

Changes in the amount of time spent on work activities. Managers were asked about changes in the amount of time spent on various work activities, as a result of the AWS program. Activities included *coordinating work activities of subordinates, assigning tasks to subordinates, coordinating with other organizations and colleagues,* and *standing in for employees when they are not available.* Overall, the greatest percentage of managers reporting an increase in time was in the category of standing in for other employees (Figure 22). The majority of managers reported no changes in the time they spent on the other three activities. However, where they did report a change, managers were likely to say they were spending more, rather than less, time on these activities as a result of the AWS program.
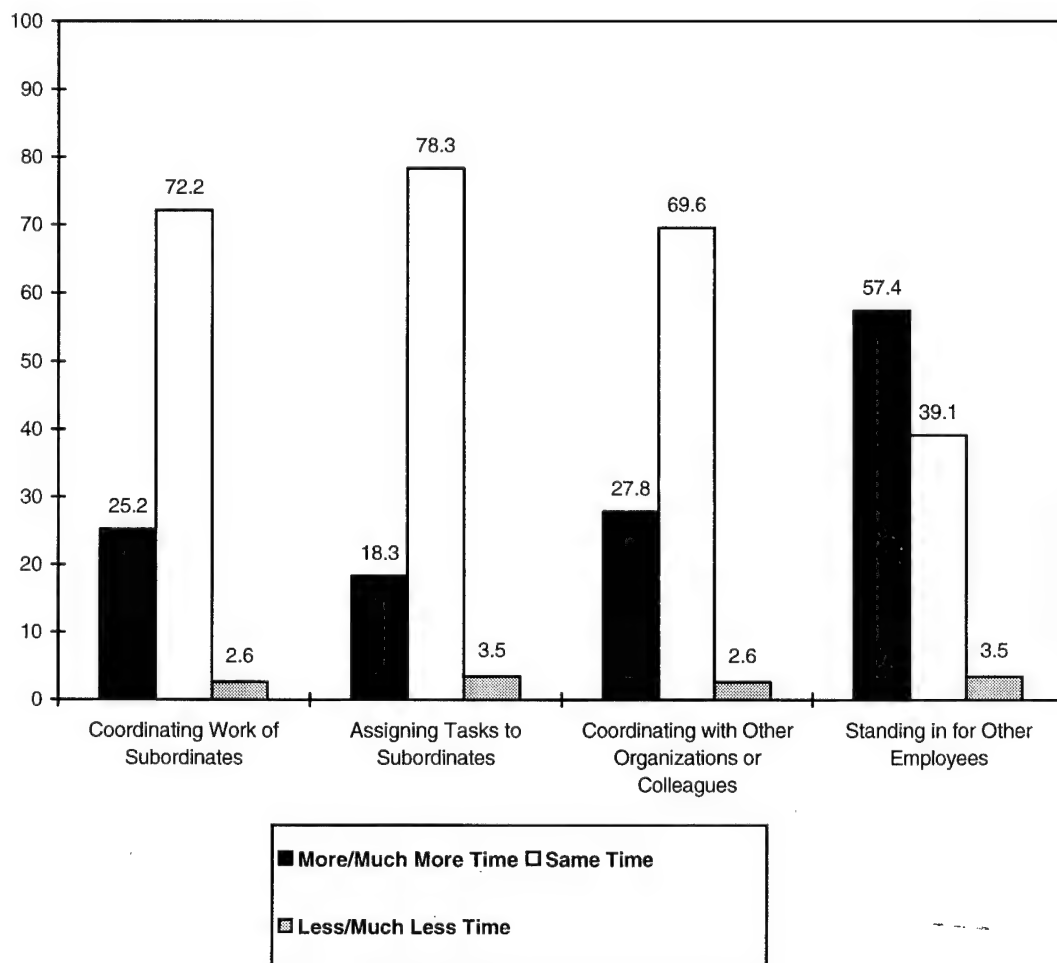
Figure 22. **Changes in amount of time managers spend coordinating, assigning tasks, and standing in for others.**

AWS Effects on Participating Offices:
Comparisons of AWS Participants with Non-participants

Although the questionnaire did not ask employees who were not participating in the AWS program about the effect on them as individuals, it did ask about effects on the immediate office. Respondents in offices where the AWS program was available were asked *"in your opinion, what effect has the AWS program had on your immediate office in each of the following areas?"* and *"has the AWS program increased or decreased the following activities in your immediate office?"* The results reported in the following sections are concerned with those individuals using the AWS program, as compared to two types of non-participants: those who reported they had chosen not to participate—voluntary non-participants—and those whose supervisors would not allow them to participate—involuntary non-participants. All three groups include both managers and subordinates.

Inter-/intra-office Communication

With regard to inter- and intra-office communication, more AWS participants reported a favorable, and less reported an unfavorable effect than non-participants, although the majority of respondents in both groups reported the effect of the AWS program was neither favorable nor unfavorable. Nearly 40 percent of AWS participants reported the effect on office communication was favorable or very favorable as compared to approximately 21 percent of voluntary non-participants and 13 percent of involuntary participants. Figure 23 shows these ratings.
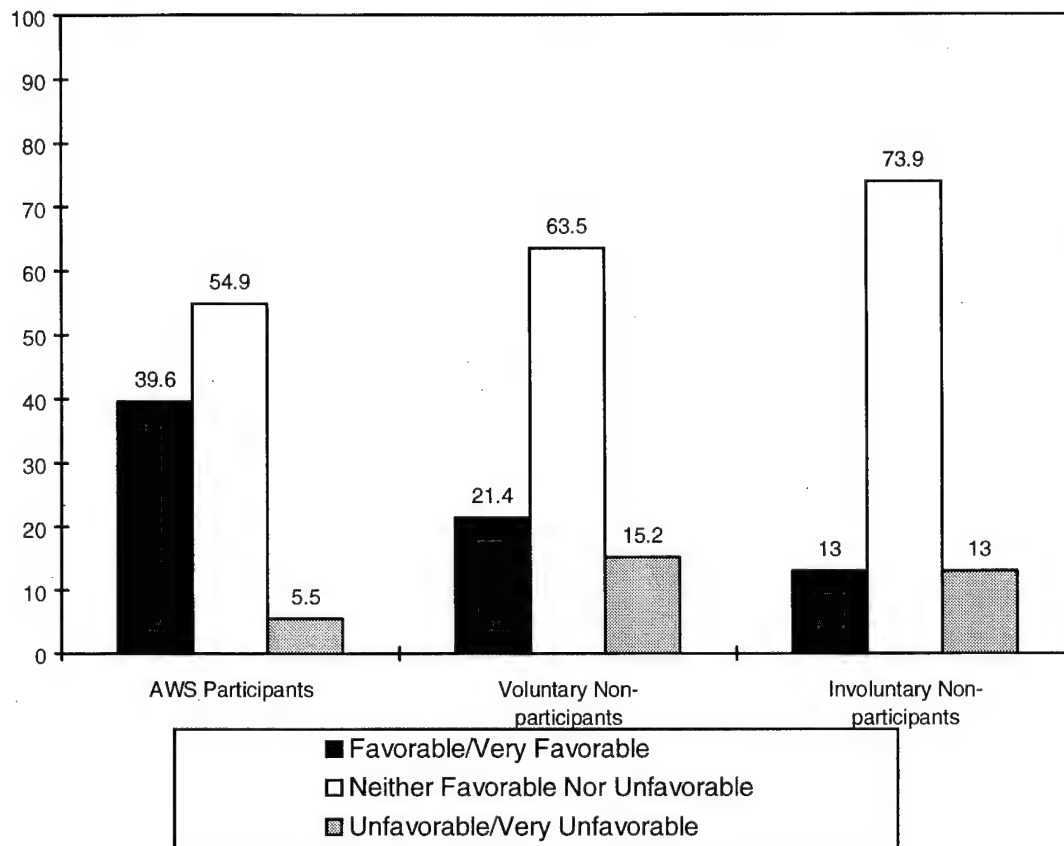
Figure 23. AWS effect on inter-/intra-office communication.

Access to Co-workers

Figure 24 presents the ratings of AWS participants, voluntary, and involuntary non-participants for AWS effects on employees' access to co-workers. More than twice the percentage of AWS participants rated this item favorably than did voluntary and involuntary non-participants, and nearly three times the percentage of voluntary and involuntary non-participants than participants rated access to co-workers unfavorably. Again, however, the largest percentages in all groups rated the AWS effect as neither favorable nor unfavorable.
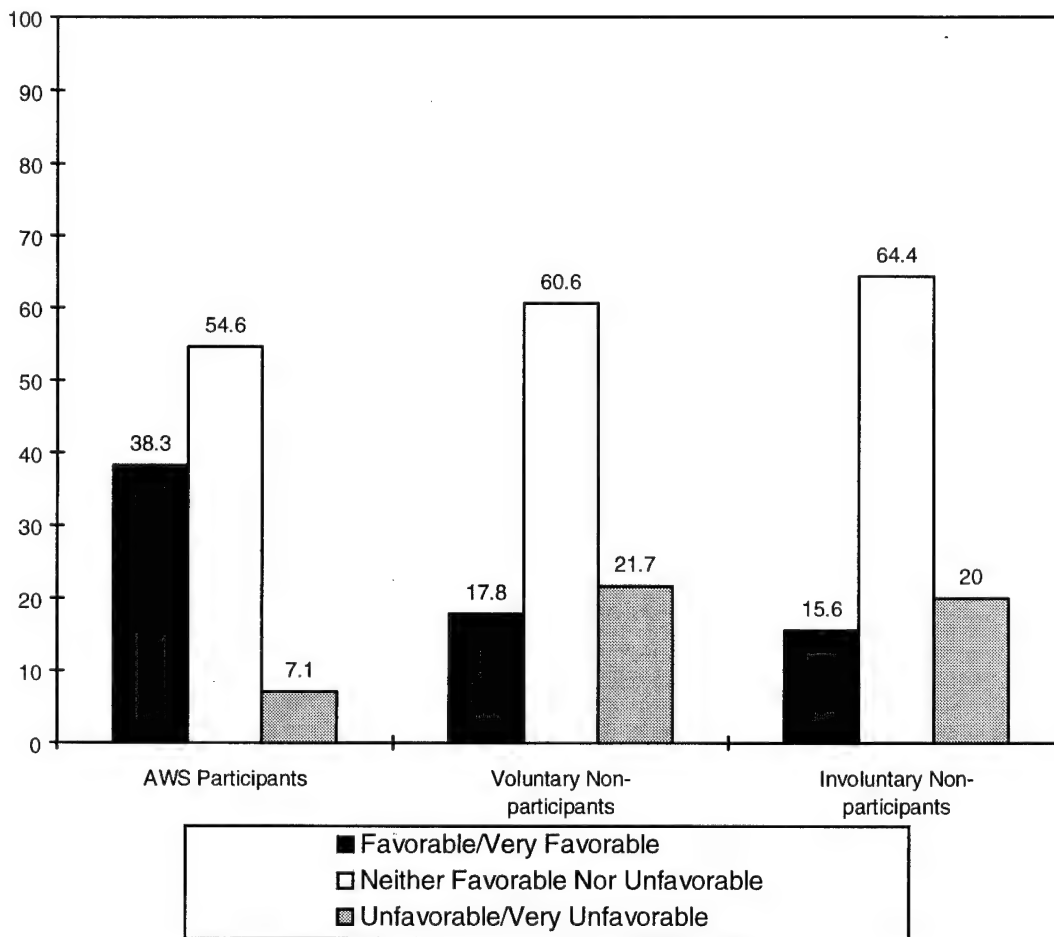
Figure 24. **AWS effect on access to co-workers.**

45

Access to Supervisors

With respect to ratings of employees' access to supervisors, the pattern is similar to that of access to coworkers, including the majority of respondents indicating the effect was neither favorable nor unfavorable. A greater percentage of AWS participants reported favorable or very favorable effects than did voluntary and involuntary non-participants (37.3, 21.5 and 20 percent, respectively). More than three times as many voluntary non-participants as participants reported the effect was unfavorable. Close to four percent of involuntary non-participants reporting the effect was unfavorable. Figure 25 shows the percentages of employee ratings for this item.
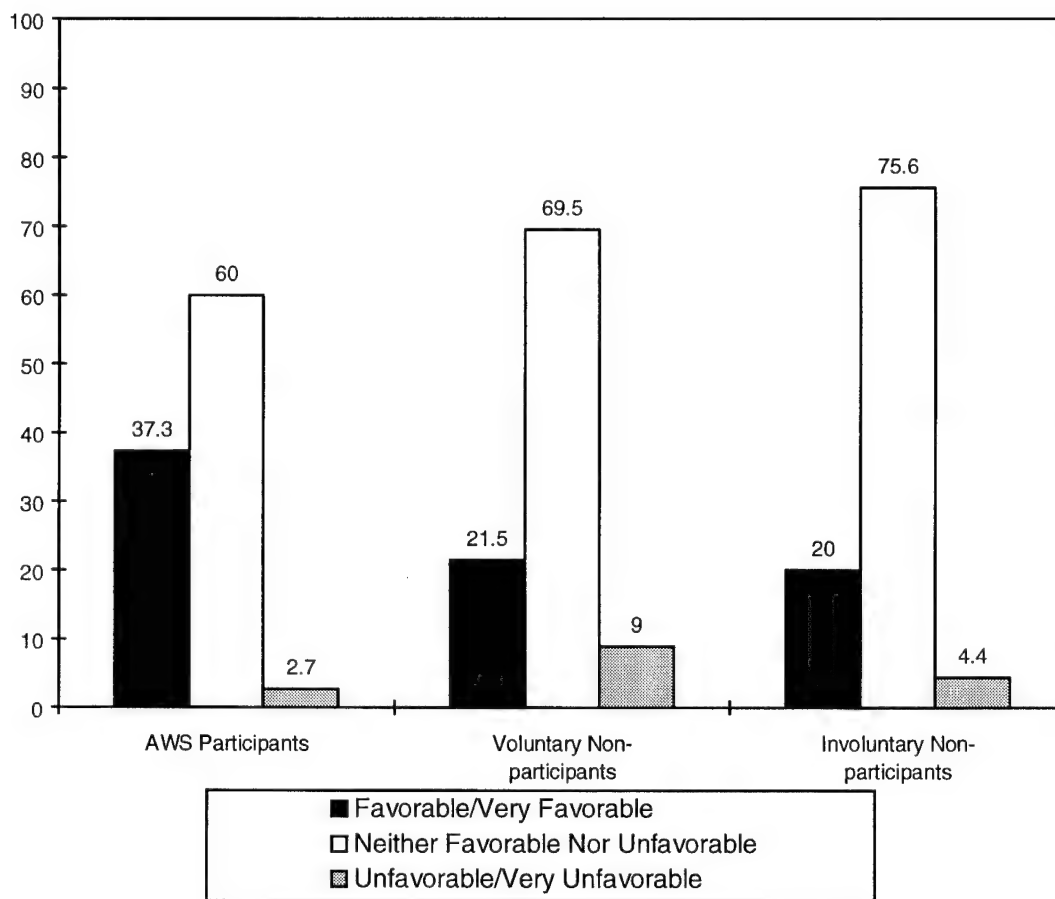
Figure 25. **AWS effect on access to supervisors.**

Uninterrupted Work Time

Figure 26 presents the ratings given by AWS participants and non-participants for AWS effects on the amount of uninterrupted work time. The difference in the percentage of AWS participants reporting favorable or very favorable effects versus voluntary and involuntary non-participants is marked. Slightly more than 60 percent of AWS participants reported favorable effects, compared to less than 30 percent of non-participants (either voluntary or involuntary). More than five times the percentage of AWS participants than voluntary and involuntary non-participants reported unfavorable AWS effects with respect to the amount of uninterrupted work time.
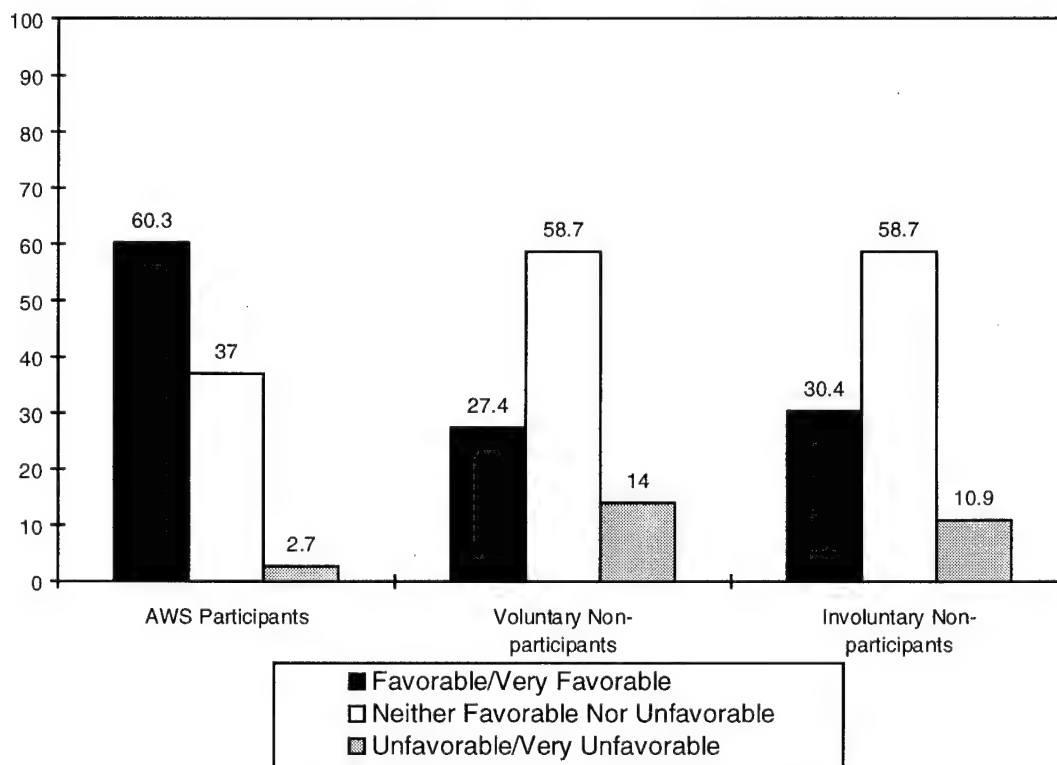
Figure 26. **AWS effect on amount of uninterrupted time.**

Telephone and Secretarial Coverage

As shown in Figure 27, almost 34 percent of AWS participants gave favorable or very favorable ratings for AWS effects on telephone and secretarial coverage, while under 20 percent of voluntary non-participants responded favorably. Close to 29 percent of involuntary non-participants rate the effect favorably. All groups were most likely to say the effect was neither favorable nor unfavorable.
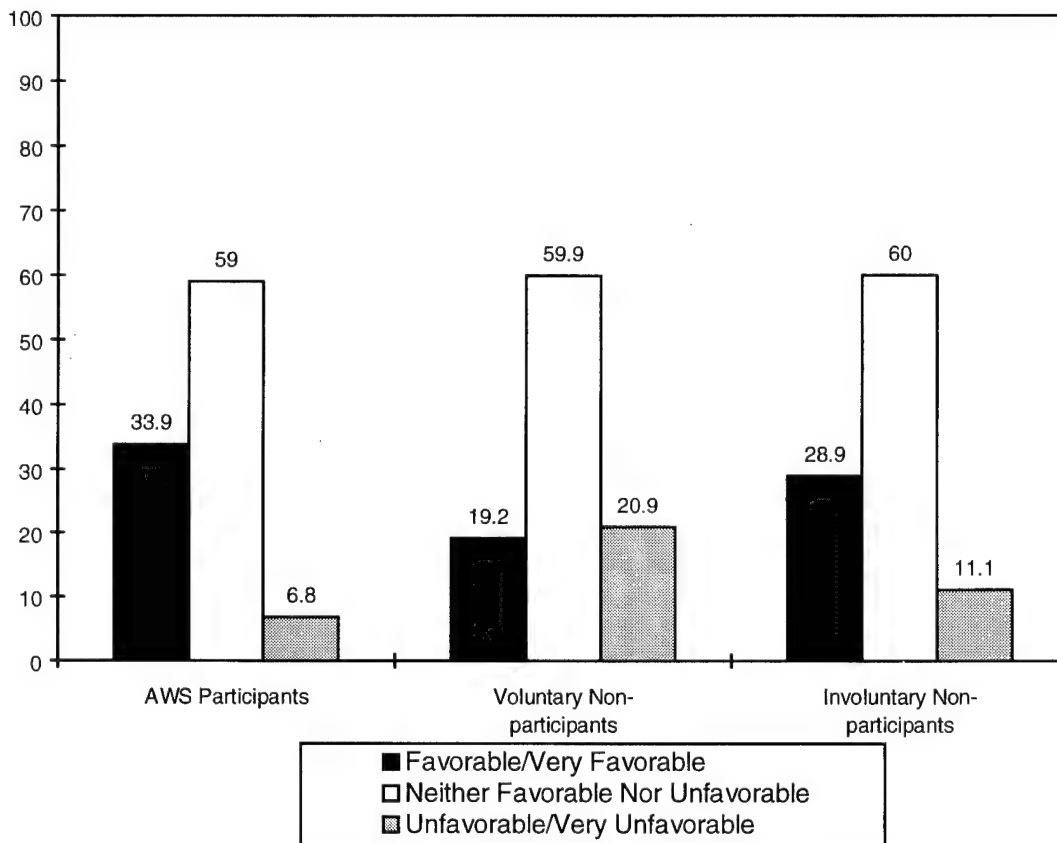
Figure 27. **AWS effect on telephone and secretarial coverage.**

Availability of Staff for Meetings

Figure 28 shows the responses for AWS participants and non-participants with respect to the effect of the AWS program on availability for meetings. Again, there is a pattern of a greater percentage of AWS participants than non-participants (either voluntary or involuntary) rating the effect favorably, but the majority rated it as neither favorable nor unfavorable.
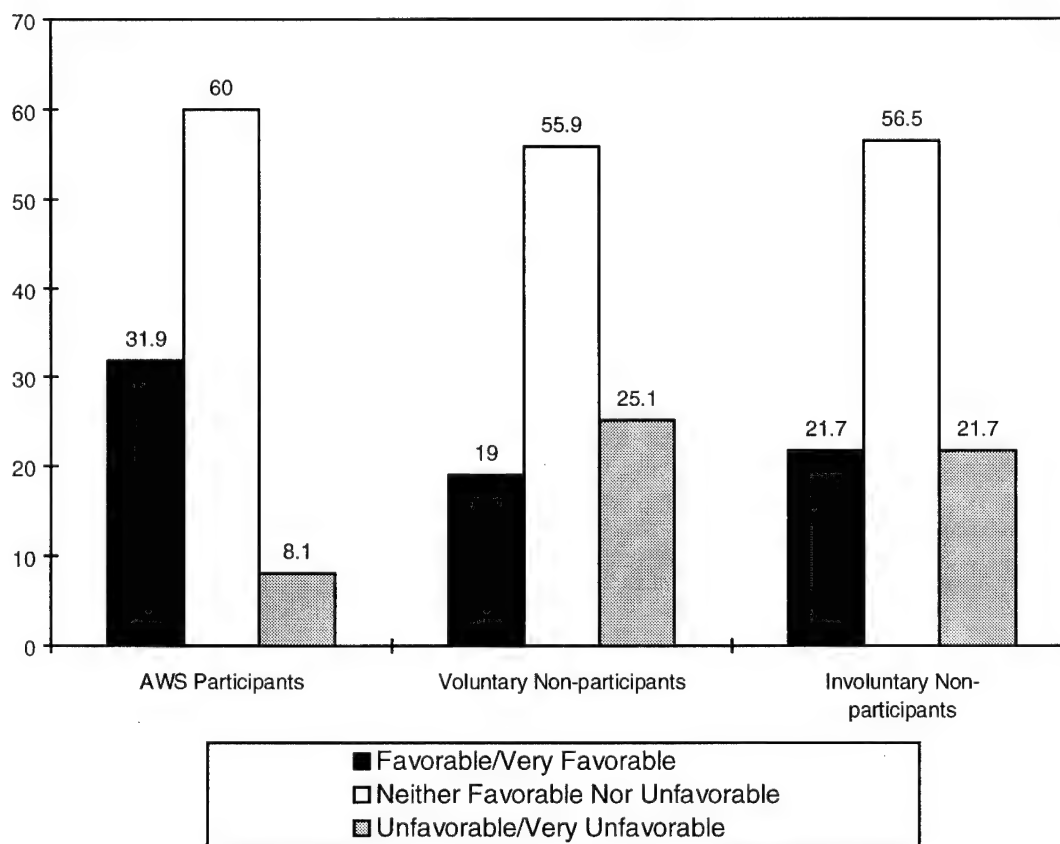
Figure 28. **AWS effect on availability of staff for meetings.**

Availability of Staff for TDY

Figure 29 shows the ratings of AWS participants, voluntary, and involuntary non-participants for the AWS effect on availability of staff for TDY. About three-quarters of respondents overall said the effect was neither favorable nor unfavorable. More voluntary non-participants gave unfavorable ratings, though the percentages were very small for all groups (0.7% for AWS participants, 3.4% for voluntary and 2.2% for involuntary non-participants).
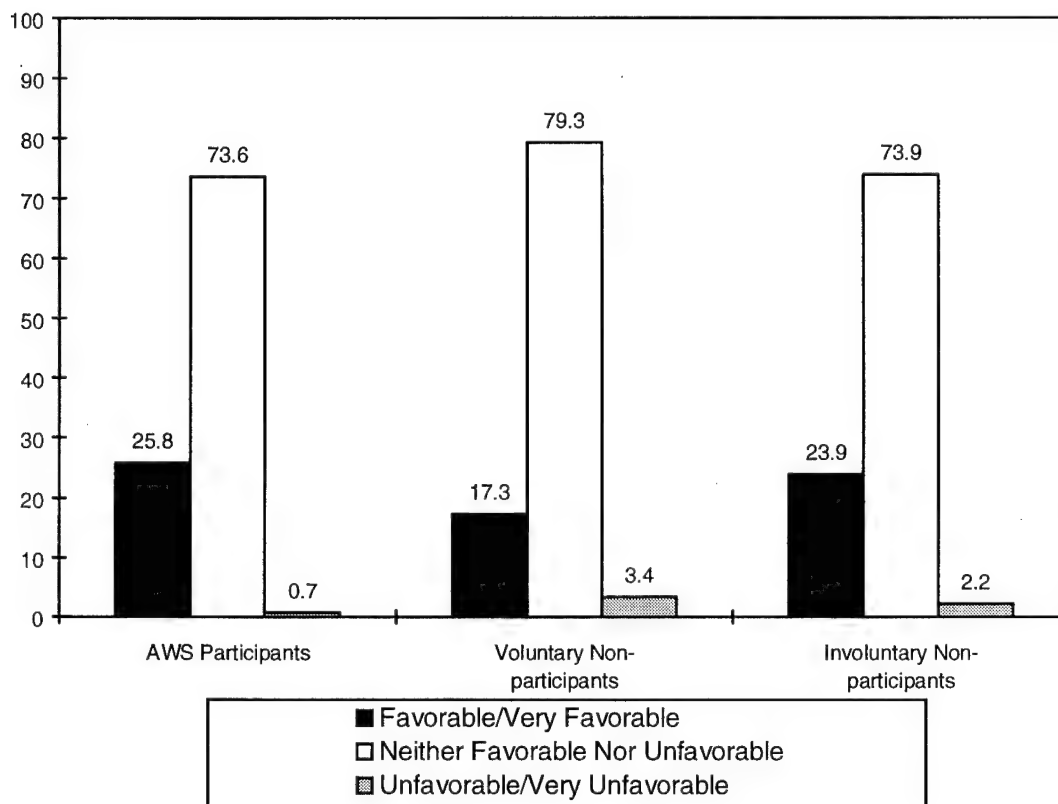
Figure 29. **AWS effect on availability of staff for TDY.**

50

Availability of Staff for Training

As shown in Figure 30, most respondents said the effect of the AWS program on the availability of staff for training was neither favorable nor unfavorable. Percentages rating the effect as unfavorable were fairly small. Just over 28 percent of AWS participants gave favorable ratings and 3.1 percent gave unfavorable ratings. For non-participants, 19.7 percent of voluntary non-participants and 23.9 percent of involuntary non-participants gave favorable ratings to the effect on availability of staff for training and 8.4 percent and 6.5 percent (voluntary and involuntary, respectively) gave unfavorable ratings.
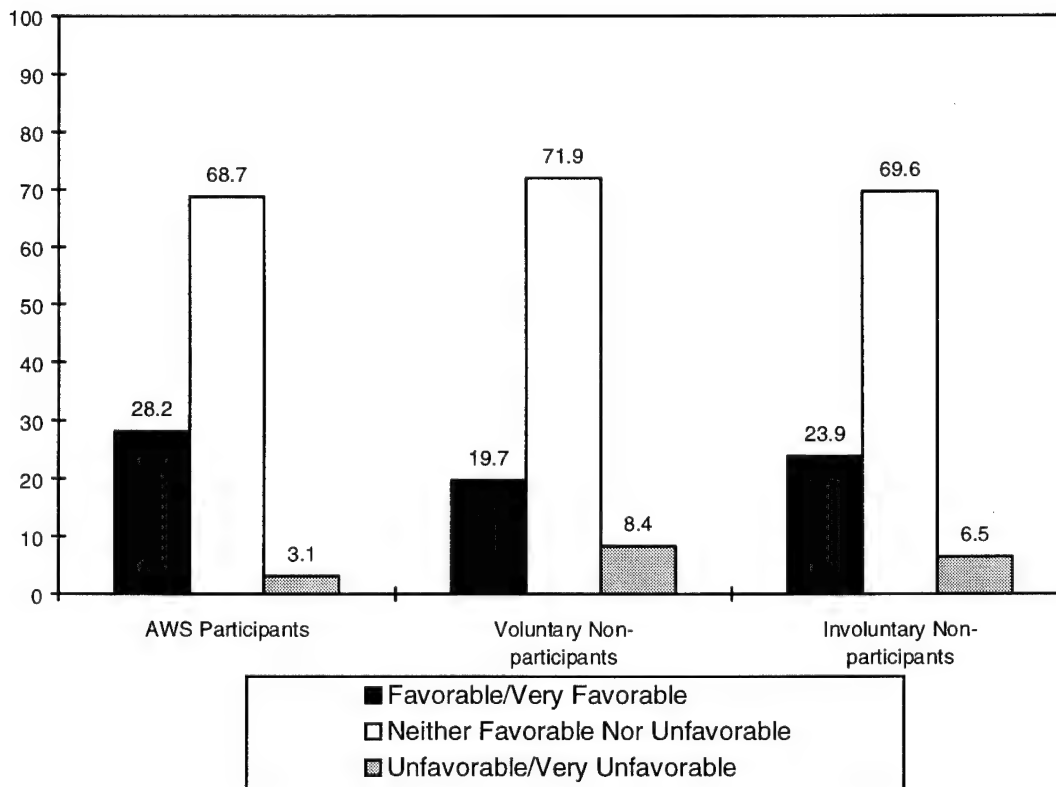
Figure 30. **AWS effect on availability of staff for training.**

Employee Morale

Ratings of the AWS effect on employee morale in the immediate office are presented in Figure 31. With respect to morale, 87.8 percent of AWS participants felt the AWS program had a favorable or very favorable effect on morale. This is in contrast to 53.2 percent of involuntary non-participants, a difference of 34 percentage points. However, involuntary non-participants were more likely than both AWS participants and voluntary non-participants to rate the effect on employee morale as unfavorable.
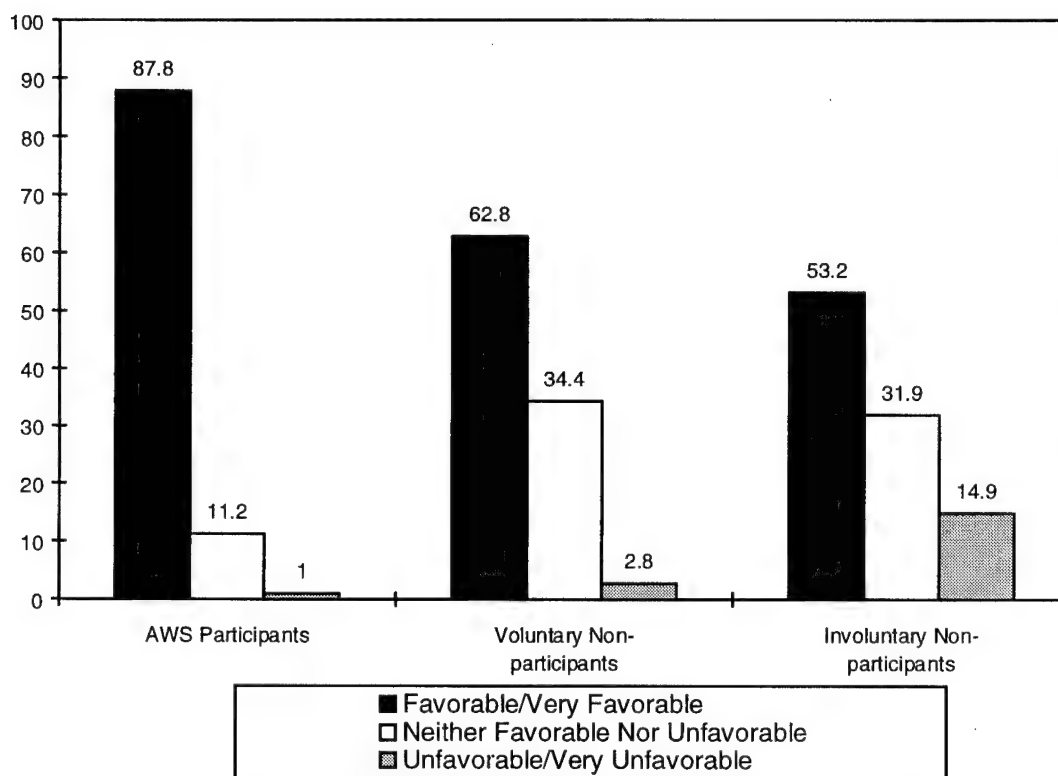
Figure 31. **AWS effect on employee morale.**

Effects on Operations

Respondents were asked about changes in activities in their immediate offices, as a result of the AWS program, and were asked to rate three items: *ability to provide services to customers, hours of operation,* and *productivity.* Comparisons in this section are concerned with AWS participants versus the two types of non-participants: voluntary and involuntary.

Ability to Provide Services to Customers

Figure 32 displays the effect of the AWS program on providing services to customers, as rated by AWS participants and both voluntary and involuntary non-participants. The differences are substantial, with AWS participants significantly more likely than non-participants to say their ability to provide customer services had increased under the AWS program. Differences between voluntary and involuntary non-participants are not significant. Note, however, that in all groups the majority reported neither an increase nor a decrease in providing services to customers.
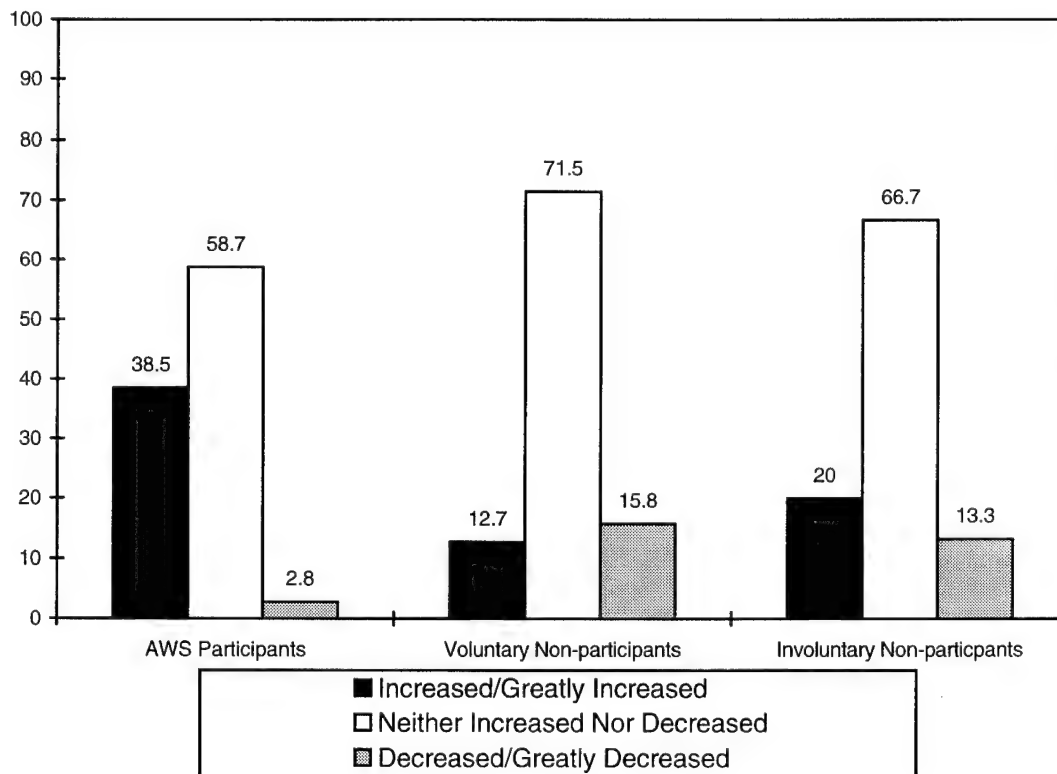
Figure 32. **Change in providing services to customers.**

53

Hours of Operation

Figure 33 shows the ratings by AWS participants and non-participants of the effect on hours of operation. AWS participants were far more likely than non-participants to report that the hours of operation had increased effects as a result of the AWS program. Non-participants were more likely to say that hours had neither increased nor decreased.
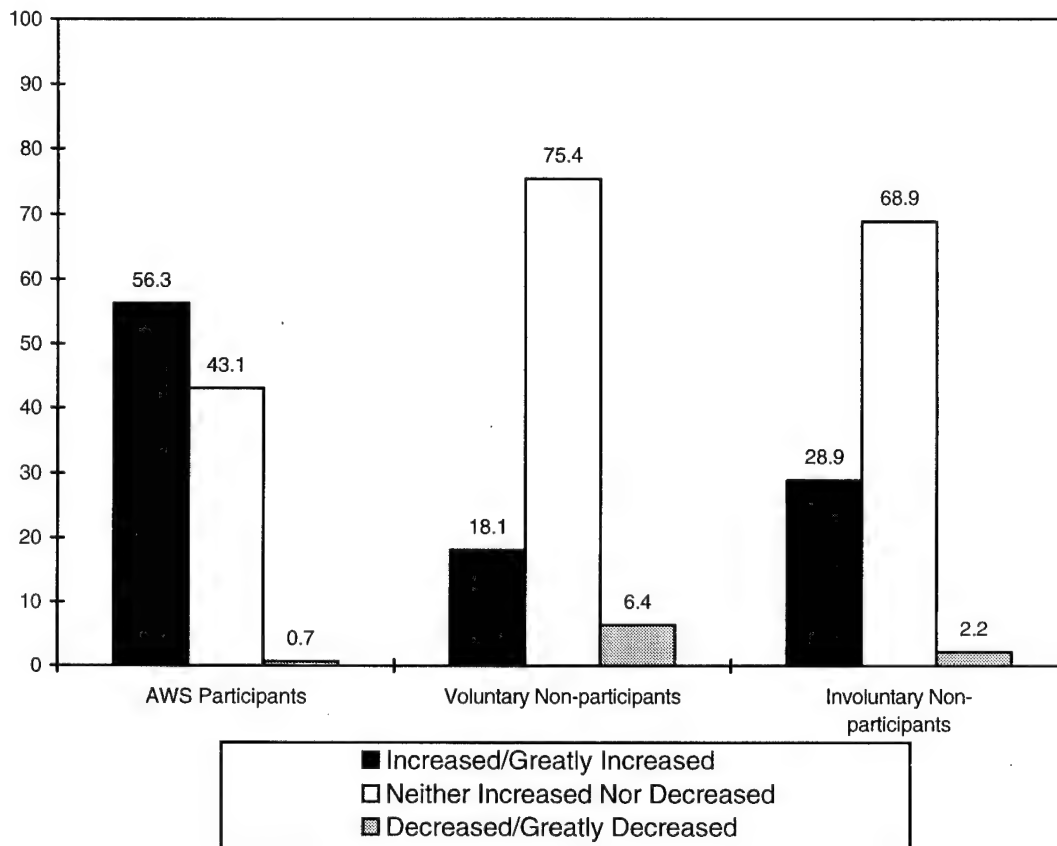
Figure 33. **Change in hours of operation.**

Office Productivity

As shown in Figure 34, AWS participants were more likely than both voluntary and involuntary non-participants to report an increase in productivity in their immediate office as a result of the AWS program. The pattern here is very similar to results found for the effect on hours of operation (Figure 33), with non-participants more likely to say productivity had neither increased nor decreased.
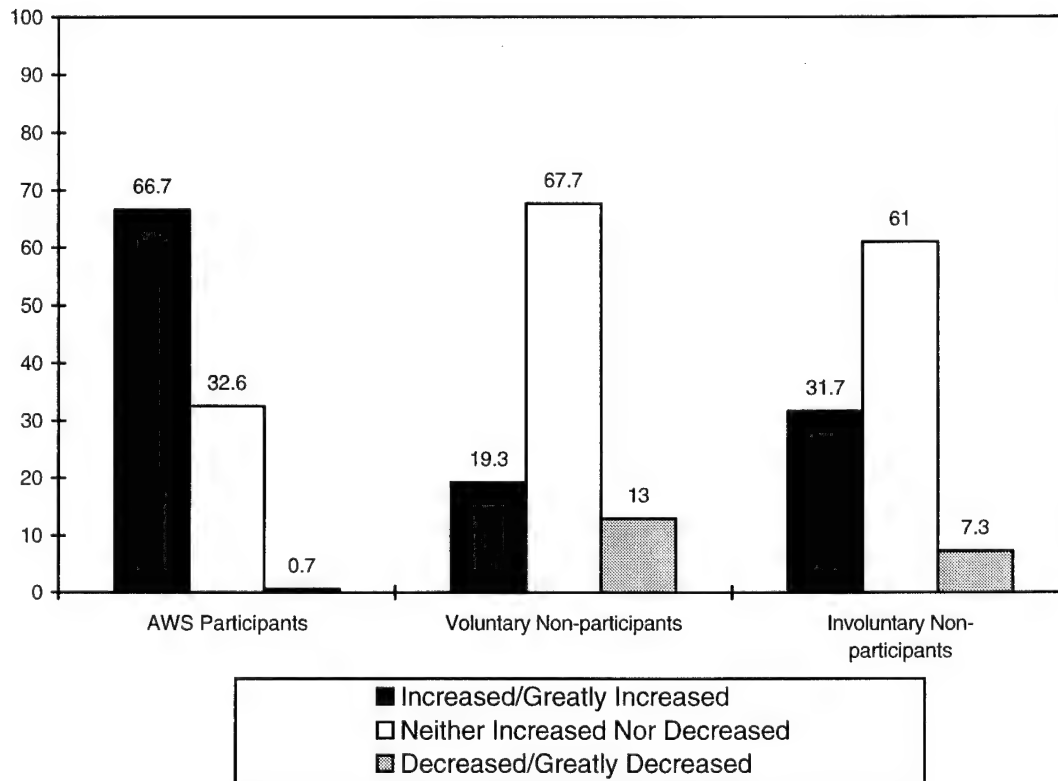
Figure 34. **Change in productivity.**

Presumably, one outcome of an AWS program is to make the organization more attractive to its employees and potential employees, thus benefiting recruiting and retention. Managers were therefore asked about the impact of the program on their ability to recruit and retain qualified employees. The following two sections present their answers. These are managers in participating offices, with participating subordinates; other managers were not asked this question. The managers themselves, however, may be AWS participants, voluntary non-participants, or involuntary non-participants. The actual number of managers who were involuntary non-participants is fairly small. Only nine individuals fit this category, whereas 30 managers were voluntary non-participants and 72 were AWS participants.

Ability to Recruit Employees

Figure 35 displays the ratings of managers regarding the effect of the AWS program on their ability to recruit qualified employees. Note that no managers reported the effect was unfavorable. However, substantial percentages said they did not know the effect on recruiting.
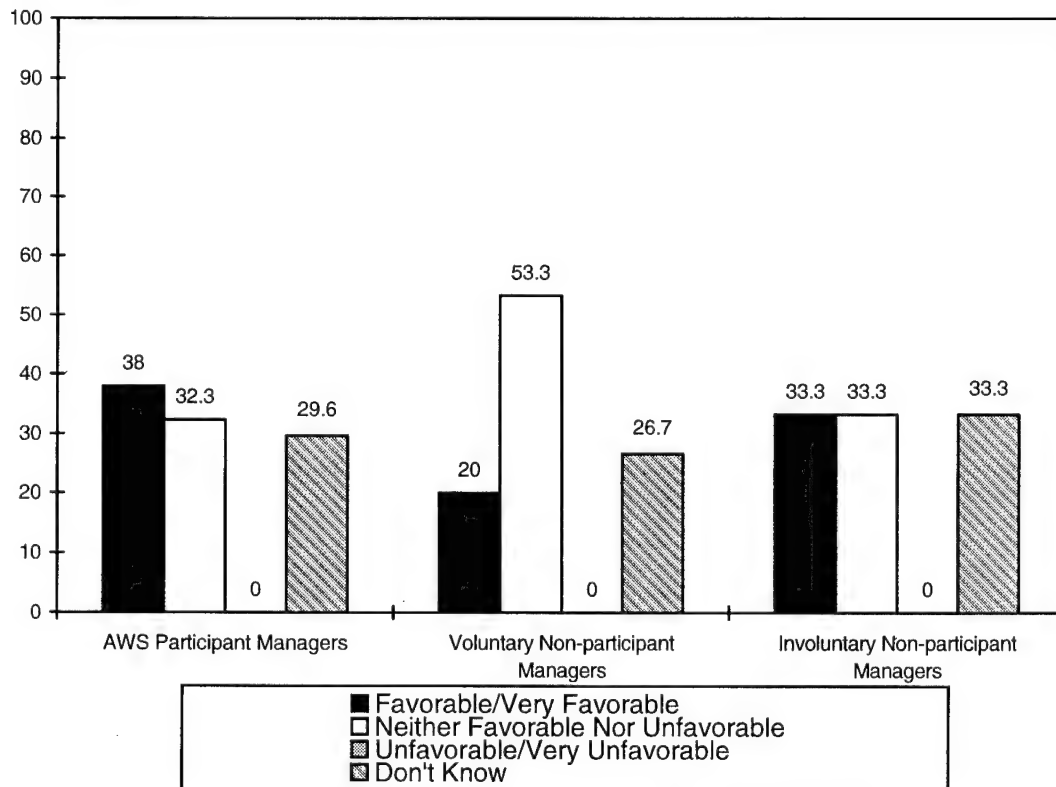
Figure 35. **AWS effect on ability to recruit employees.**

56

Ability to Retain Employees

With respect to retaining employees, managers participating in AWS were more likely than non-participating managers to report a favorable effect of the program. Non-participating managers were more likely to say the effect was neither favorable nor unfavorable. As with recruiting, no managers rated the effect of the AWS program as unfavorable, but substantial percentages said they did not know. Figure 36 presents these percentages.
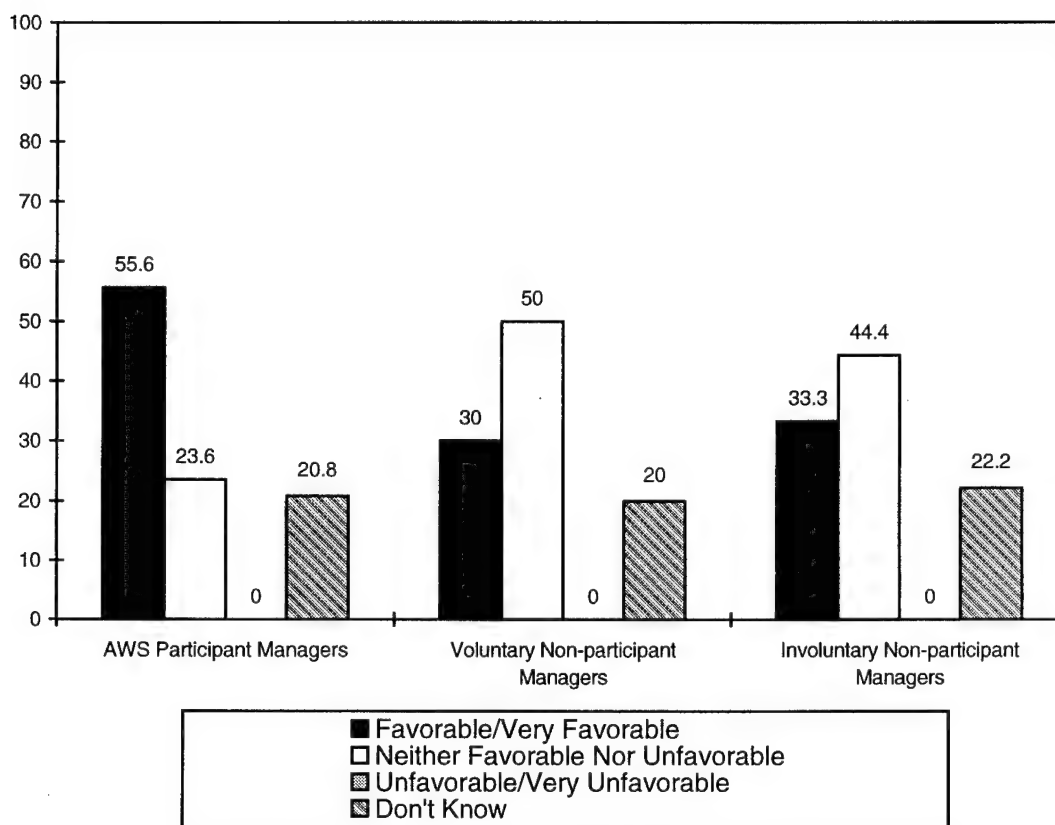
Figure 36. **AWS effect on ability to retain employees.**

Likelihood of Staying or Leaving P&R

Another source of information about potential effects on retention is to ask current employees about the likelihood of their remaining with the organization. Thus, all respondents were asked *"what effect has the AWS program had on the likelihood that you will stay or leave OUSD(P&R)?"* Figures 37 and 38 present these results. It is important to note that the responses across figures are not mutually exclusive. In other words, it is possible for the same individual to be a manager (Figure 37) and also be an AWS voluntary non-participant (Figure 38).

A larger percentage of subordinates than managers reported they were more likely to stay as a result of the AWS program (45.2% and 30.9%, respectively), and AWS participants were more likely than non-participants also to say the program had that effect. No more than five percent of any group reported that the AWS program made them more likely to leave P&R.

Legend:
- ■ Somewhat/Much More Likely to Stay
- □ Neither More Nor Less Likely to Stay
- ▨ Somewhat/Much More Likely to Leave
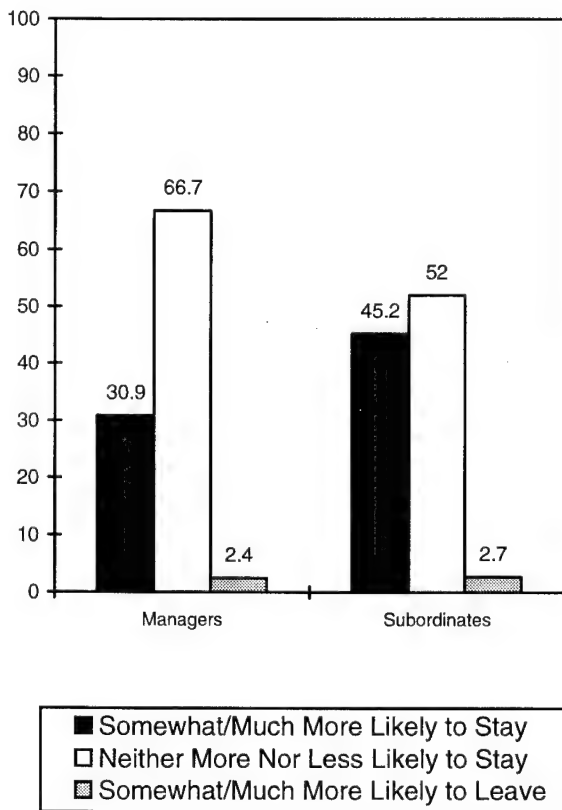
Figure 37. **AWS effect on likelihood of staying or leaving P&R, for managers and subordinates.**
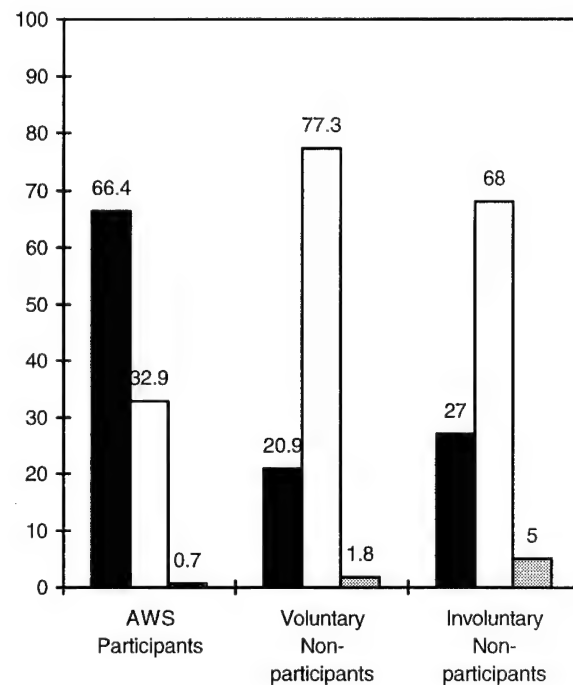
Figure 38. **AWS effect on likelihood of staying or leaving P&R, for AWS participants and non-participants.**

58

Advantages and Disadvantages of AWS Program

Respondents were asked about the advantages and disadvantages of the AWS program, whether one outweighed the other, or if they balanced out. Figures 39 and 40 present the responses of managers with those of subordinates and participants with non-participants. Again, these sets are not mutually exclusive. The same individual may be associated with different groups (e.g., both a manager and an AWS participant) and thus is counted in both. Although exact percentages vary somewhat across groups, there is a clear pattern to these responses. For all five groups, the majority of respondents reported that the advantages outweigh the disadvantages.
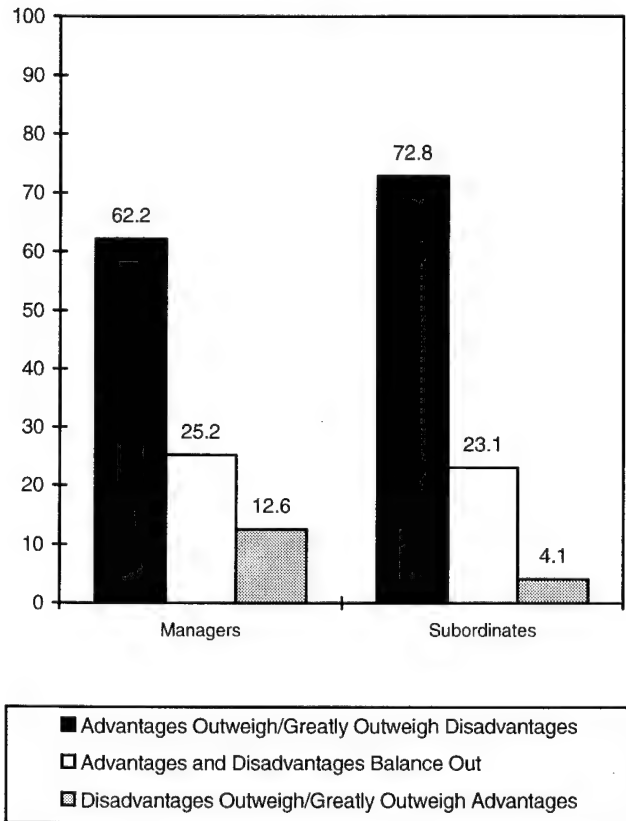
Figure 39. **Advantages and disadvantages of AWS program, for managers and subordinates.**
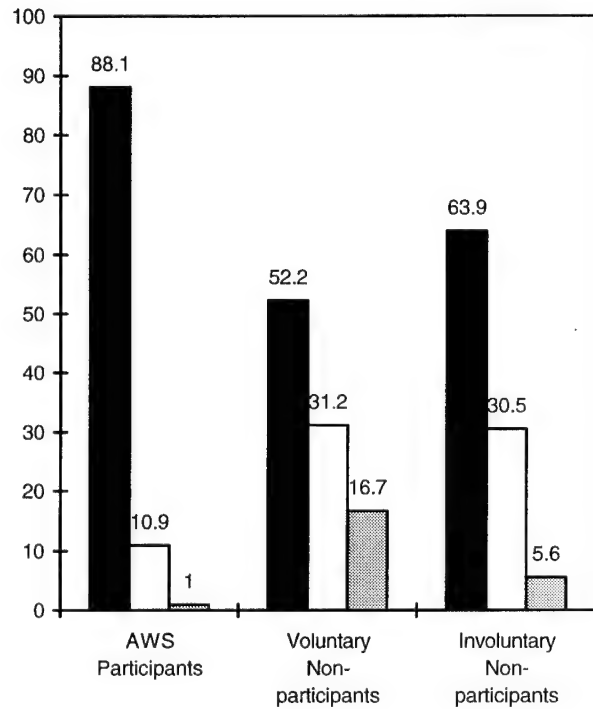
Figure 40. **Advantages and disadvantages of AWS program, for participants and non-participants.**

59

Changes to AWS Program

Preferences in Work Schedules, if All Options were Available

Respondents were given brief descriptions of various scheduling options that might be offered in an AWS program, including many not currently available, and asked to list their first choice, followed by a second choice. Figure 41 shows the percentage of respondents selecting each option. The most frequent first choices were the compressed 5/4-9 schedule (35.2%) and the four-day workweek (23.2%). Second choices were, again, the 5/4-9 schedule (25.1%) and the four-day workweek (24.9%). For both first and second choices, the third most commonly selected option was a regular work schedule.
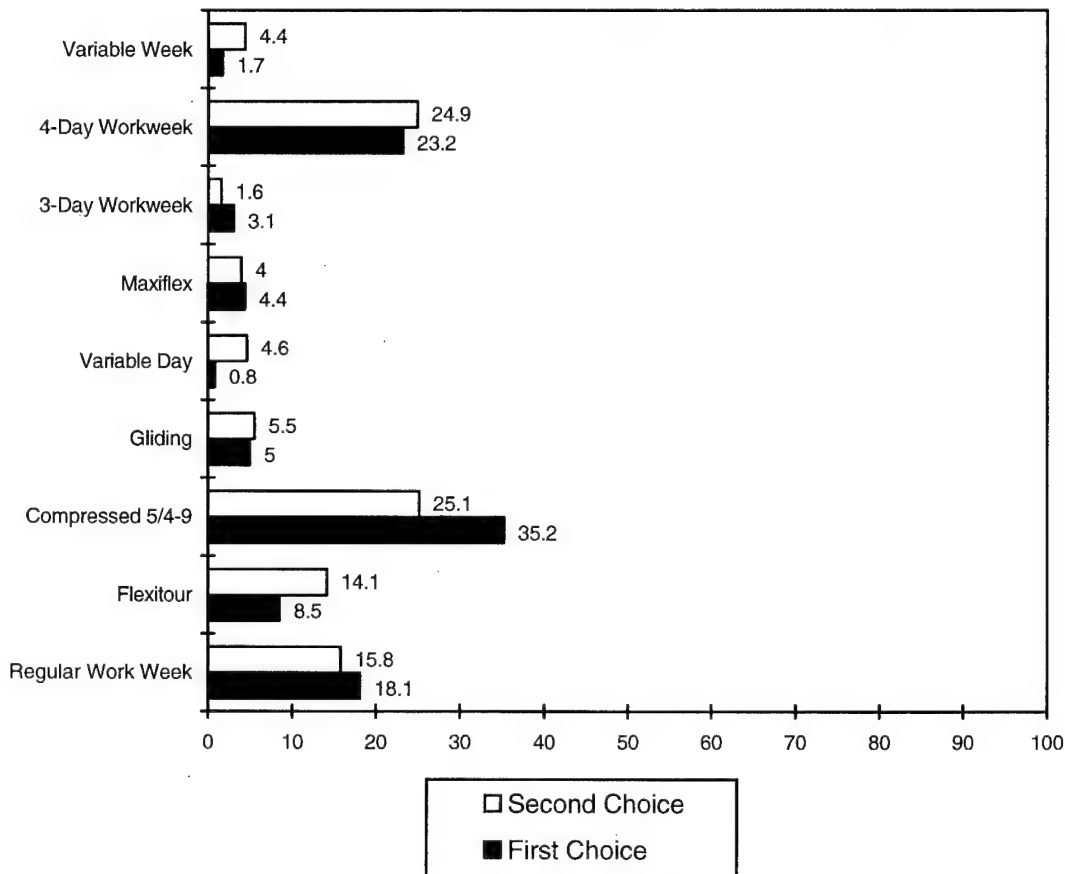
Figure 41. **Preferred AWS options, if available.**

Changes to Current AWS Program

Respondents were asked if they thought the current AWS program should be changed. Slightly more than 25 percent of respondents answered affirmatively. Those 25 percent were then asked what kinds of changes should be made. Figure 42 shows the percentage choosing each type of change. The greatest percentage of respondents marked the categories of increasing the types of AWS available (48%) and decreasing managerial control (33.3%). The least favored changes were decreasing credit hours and changing core hours.
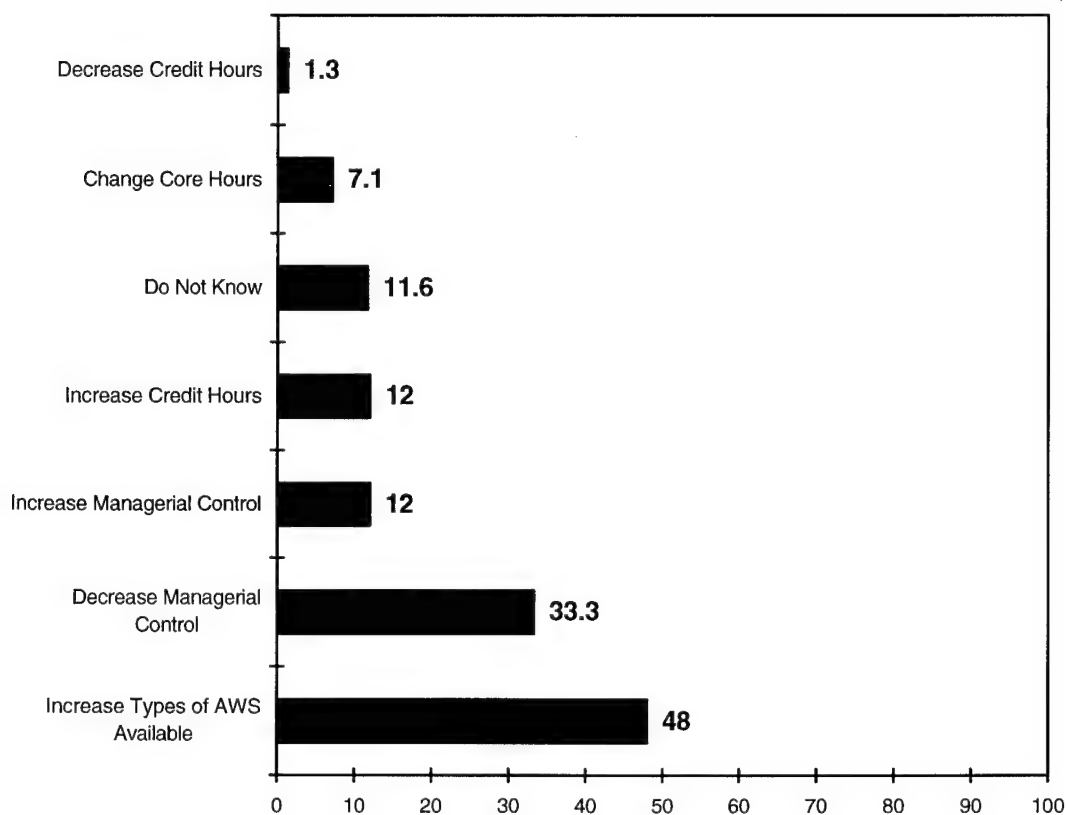
Figure 42. **Changes to AWS program.**

Although a third of those favoring changes to the program indicated they thought there should be less managerial control over participation, there were significant differences between managers and subordinates. As shown in Table 14, the managers clearly favored more, rather than less control over participation. This is in sharp contrast to the subordinates, who indicated a preference for decreased managerial power.

Table 14

Desired Changes to AWS Program by Supervisory Status

	Percent Marking Item	
Change to AWS Program	Subordinates (n=160)	Managers (n=64)
Less managerial control on employee participation	36.3	26.6
More managerial control on employee participation	7.5	23.4
Change core hours	6.9	7.8
Increase types of AWS available	51.3	40.6
Decrease amount of credit hours earned	0.6	3.1
Increase amount of credit hours earned	12.5	10.9
Don't know	10.6	12.5

Note: Respondents are those individuals who indicated "Yes, program should be changed."

Agreement with Implementation Decisions

Decision to Implement or Not Implement AWS in the Immediate Office

More than 76.4 percent of managers concurred with the decision to implement or not implement AWS within their own immediate office. The rate for subordinates was somewhat lower at 67.6 percent. Figure 43 presents these figures.
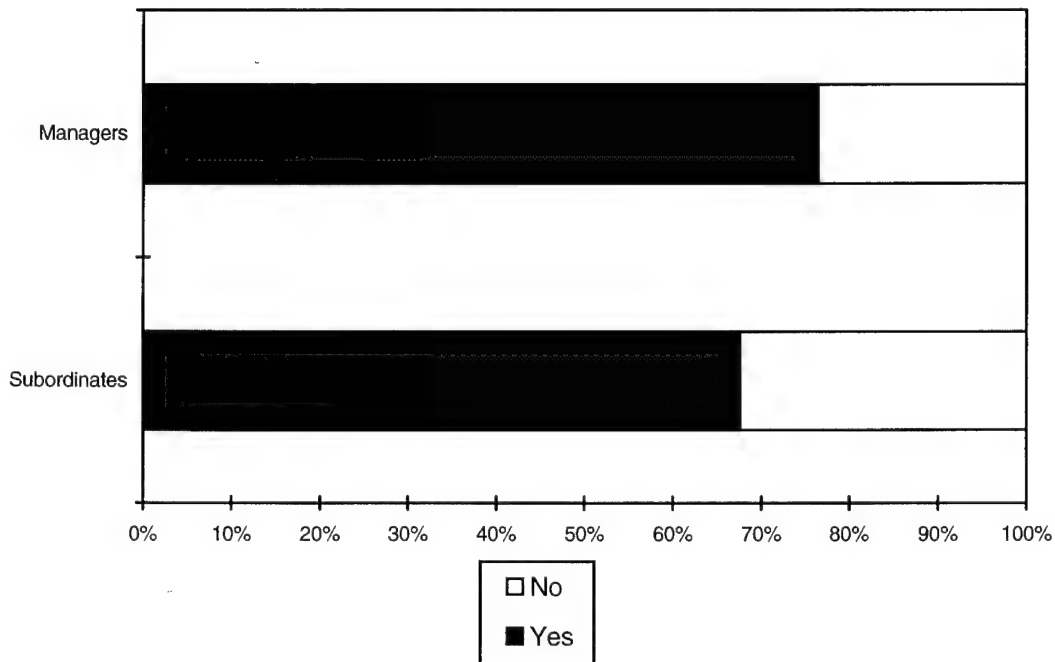
Figure 43. Agreement with decision to implement or not implement AWS program in immediate office.

63

Decision of the USD(P&R) to Implement the AWS Program

As shown in Figure 44, respondents overwhelmingly agreed with the decision of the USD(P&R) to implement the AWS program. AWS participants were more likely than non-participants to concur with the decision, but the percentages were extremely high in all groups.
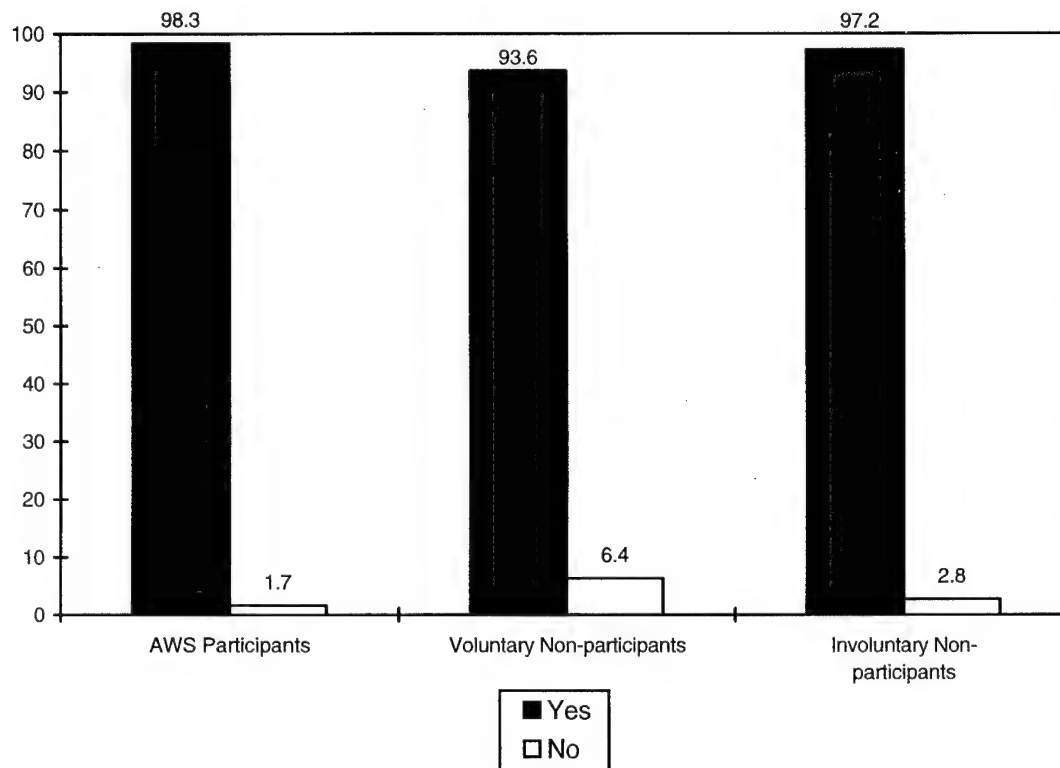
Figure 44. **Agreement with USD(P&R) decision to offer the AWS program.**

Comments Analysis

At the end of the survey questionnaire, respondents were given the opportunity to make written comments. Slightly over 40 percent of respondents (370 individuals) provided comments. To develop a system for coding these comments, a sample of the responses was examined to determine the kinds of issues being raised by respondents. Ten comments were selected at random from each office. In cases where there were less than ten individuals, all of the comments were included. This selection method yielded 177 comments used in developing the comment coding scheme. Some comments addressed only one specific issue, while others discussed a variety of topics. Those comments that discussed a single subject were coded to reflect a single comment category, while those that discussed a variety of issues were given several codes. Therefore, it is possible for one comment to address a number of issues.

Open-ended comments from participants were grouped into 18 separate categories. The most frequent comments were related to the benefits of the AWS program to the work environment. Nearly 30 percent of those open-ended comments reported that the program was, or would be, beneficial or that respondents would like AWS as an option. In a related theme, 17 percent of comments noted that AWS increases morale and that employees have more time for non-work activities. Overall, approximately 58 percent of open-ended comments (categories 1-6) were in favor of AWS or remarked on the positive aspects of AWS programs. Eleven percent of the comments were neutral (categories 7-12) and 4.6 percent were related to the format of the survey (categories 13-18). Although the majority of the comments were favorable, there was also a substantial percentage (25.8%) that had a negative tone or reported unfavorable effects of having AWS available. The greatest percentage of these comments appeared in the categories which represent a wish for change in the AWS program (11.7%) or reflect decreased communication, productivity, and employee availability as a result of AWS (5.9%). Table 15 presents the 18 comment groups and the frequencies and percentages of each type of comment. The comment coding scheme showing related survey questions is included in Appendix C.

Table 15
Open-ended Comments (n=656 comments)

Comment	Number of Comments	Percent
Increases job productivity and performance. Allows for better communication of information and better relationships between supervisors, subordinates, customers and colleagues. More availability for training, TDY, meetings, and employee supervision.	47	7.3
Increases employee morale. Employees have greater ability to make transportation, household, personal, educational, professional, civic or volunteer, financial, family, physical fitness, leisure time, and/or child care or adult care arrangements.	113	17.5
Employees available for a greater range of work hours. Employee uses less sick leave, annual leave, paid overtime, and/or other leave.	28	4.3
AWS program would be/is beneficial to the work environment, or employees would like to have AWS as an option at their work location.	194	30.0
Enjoyed participating in AWS survey. Admires survey design and/or implementation.	7	1.1
AWS program should be made available to all employees regardless of their office or position in the organization.	36	5.6
Had difficulty with the survey instrument and/or did not understand a question.	22	3.4
AWS program does not have any impact upon the employees, their work, or the organization in general. The program has neither positive nor negative effects.	5	0.8
Would like to have the option of telecommuting to work and/or is inquiring to its availability. Would like to be able to work at home.	22	3.4
The AWS program should only be available to certain employees. It is not realistic to make the program available to all because of the nature of certain jobs. Such availability to certain personnel would be detrimental to the work environment.	20	3.1
The AWS program needs to have more types of schedules available, fewer types of schedules available, or needs to be redesigned.	77	11.9
Decreases job productivity and performance. Reduces the communication of information and impeded relationships between supervisors, subordinates, customers, and colleagues. Less availability for training, TDY, meetings, and employee supervision.	39	6.0
Decreases employee morale. Employees have fewer opportunities to make transportation, household, personal, educational, professional, civic or volunteer, financial, family, physical fitness, leisure time, and/or child or adult care arrangements.	8	1.2
Employees available for a smaller range of work hours. Employees use more sick leave, annual leave, paid overtime, and/or leave.	6	0.9
AWS program would be detrimental to the work environment.	20	3.1
Disliked participating in the AWS survey. Dislikes the survey design and/or implementation.	1	0.2
AWS program should not be made available to any employees regardless of their office or position in the organization.	1	0.2
Total	646	100

DISCUSSION AND SUMMARY

Research in the area of alternative work schedules has, to date, been relatively inconclusive or ambiguous. Findings from the present research do not answer all of the questions related to issues of alternative work schedules; however, they do shed light on some key issues. All in all, within the P&R environment, 33.7 percent of eligible respondents reported that they participate in AWS. Less than 22 percent of eligible respondents chose not to participate, and 44.4 percent of individuals were not allowed to participate. The two most utilized AWS schedules, as reported, were the Flexitour and the compressed 5/4-9 schedule.

With respect to the impact of AWS, for both the individual and the organization, an overall positive impact, based on self report, was evident in this study. Key issues examined in this study included satisfaction, organizational performance, and reductions in time away from work, as well as potential disadvantages to implementing alternative work schedules. These main areas are summarized below, as are other findings of interest.

Satisfaction

Past empirical work on AWS has suggested that employees working under an alternative schedule are more satisfied than employees working on traditional "nine-to-five" schedules. Results of this survey are generally, but not totally, supportive of this claim. Most notably, AWS participants were much more satisfied with their current work schedules than non-participants. In addition, 83 percent of AWS participants reported that the program had a favorable effect on their job satisfaction. However, participants and non-participants do not differ significantly on overall job satisfaction. This is consistent with other AWS research suggesting that overall job satisfaction is unchanged or only slightly increased by these programs. Also, recall that AWS effects sometimes decline over time. Because this survey was administered about 10 months after the program was implemented, it is likely that any short-term impact on job satisfaction would have dissipated. We note that job satisfaction was quite high, with 82 percent of all P&R employees (whether AWS participants or not) indicating they are satisfied or very satisfied with their jobs. A number of factors beyond work schedule play a role in determining job satisfaction. Given the high satisfaction level in P&R, it is unlikely the AWS program would have a large effect by itself. The most important result is probably the fact that so many AWS participants *think* the program has a favorable effect on their satisfaction, which is a valuable effect in its own right.

The AWS program does seem to have a clear, positive effect on employee morale. Over 88 percent of AWS participants reported that the effect on morale was favorable. In addition, over 90 percent of the managers reported that the program had a favorable effect on their subordinates' morale. In sum, it is evident that AWS participants, and managers with participating subordinates, clearly felt there are positive effects of AWS program participation.

There are likely numerous characteristics that relate to job and work schedule satisfaction. In this survey, respondents were asked to rate a number of characteristics that influence their personal choice of work hours. AWS participants most frequently chose *requirements of agency, supervisor, or job, ability to earn a day off,* and *transportation* as the factors influencing their

choice of work hours. Participants also reported that an effect of AWS was an increase in time available for non-work activities. A large percentage of participants noted an increase in time spent on family activities (76%), leisure time (62%), and fitness activities (55%). Above and beyond employment requirements, an important consideration in what influences choice of work hours appears to be flexibility in scheduling which allows more time for personal, non-work activities. Whether an individual has the option of such flexibility, as well as the particular influences on choice of work hours, may mediate the level of both job and work schedule satisfaction.

Organizational Performance

It has been suggested that increased job satisfaction is related to higher productivity, but past research has shown that such a relationship is tenuous at best. Interestingly, for individuals participating in the AWS program, the correlation between the reported AWS effect on job satisfaction and AWS effect on productivity is substantial at .58 ($p < .0001$), and the correlation between AWS effect on job satisfaction and job performance is even higher at .66 ($p < .0001$). However, while significant relationships are evident in this sample, it is important to note that job satisfaction, job performance, and productivity are self report measures and that these correlations are between *perceived effects* of the AWS program. As such, all that can be concluded is that perceptions of the AWS effect on job satisfaction are related to perceptions of AWS effects on performance and productivity, and that these relationships are positive. Nonetheless, a notable finding in support of improved organizational performance as a result of the AWS program is the managers' views. Nearly 58 percent of managers reported that the effect of AWS on their subordinates' job performance was either favorable or very favorable.

Office communication and employee availability for meetings show some ill effects, although overall results tend to be fairly neutral. For example, 28 percent of managers reported that their ability to get information from subordinates was unfavorably affected by AWS and 23 percent of managers reported an unfavorable effect when asked about subordinates' availability for meetings. Managers also reported they must spend more time standing in for subordinates who are unavailable as a result of their flexible hours (58%). The findings are by no means all negative, however. Managers reported that their working relations with subordinates were, by and large, improved, and their supervision of subordinates was largely unaffected. A substantial number of managers (43%) also said that the effect of AWS on the time available for them to plan and organize was favorable.

In general, however, the results with respect to the AWS impact on performance tended to be neutral. The most striking pattern to emerge across a number of questionnaire items was the large number of respondents who reported that AWS effects on performance-related areas were neither favorable nor unfavorable.

Reductions in Time Away From Work

With respect to the use of overtime and leave, AWS participants reported that sick leave (46.5% of AWS participants), annual leave (42%), other leave (23%) and overtime use (14.3%) decreased as a result of the AWS program. Additionally, managers also reported that subordinates' use of leave and overtime had dropped, although to a lesser extent. Less than two percent of managers reported any increase in leave; primarily, managers reported a decrease or no change in the use of leave or overtime for subordinates. These results are, of course, based on self-reports, not actual personnel records. However, if the self-reports are accurate, reduced use of leave has substantial implications for labor costs, efficiency, and productivity at an organizational level, as well as potentially increasing the cost to the government when an employee separates from federal civil service.

Potential Disadvantages

With respect to the potential disadvantage of fatigue as a result of working under an alternative work schedule, 84 percent of AWS participants reported favorable or very favorable effects of the AWS program on their physical and mental capacity to manage extended work hours. In addition, over 47 percent of managers reported favorable effects of AWS on their subordinates' capacity to handle the extended hours. Overall, the findings suggest the AWS program does not negatively affect employees' capacity to handle extended work hours.

Slightly less than 13 percent of AWS participants reported that the amount of time spent on "other employment" (i.e., moonlighting) increased as a result of the AWS program. This finding must be interpreted cautiously as it does not distinguish between taking on a second job or increasing the amount of time spent at a second job the individual already had. In summary, however, it appears that relatively few individuals chose to increase the time spent on secondary employment as a result of AWS.

Limitations of the Survey

As in any research effort, the findings reported here are subject to certain limitations that must be taken into consideration. First, these results are based on self-report data, and may or may not reflect the actual situation. For example, a number of respondents reported they were participating in AWS, even though they were located in deputates/offices which are not participating in the "official" P&R AWS program. We believe this is due to some confusion about the definition of the Flexitour option. Anecdotal evidence suggests that many offices and supervisors permit some flexibility in work schedules, whether or not it is the same kind and degree of flexibility specified in the P&R statement of the program. Second, we suspect some of the survey findings may reflect a "halo" effect. That is, individuals who view the AWS program favorably will tend to give high marks to *all* aspects (and effects) of the program. The finding, noted above, of substantial correlations between the perceived effects of AWS on satisfaction, performance, and productivity would be consistent with a halo effect. Third, even though the survey was conducted about 10 months after the start of the AWS program, it is entirely possible that somewhat different results would be found after a longer time period. Presumably, most

short-term effects would have faded during this interval, but there may still be some instability in perceptions of the program's effects and even in the actual impact on respondents and offices.

Conclusions

To conclude, it is apparent that there are both advantages and disadvantages, as reported by the personnel of the P&R community, to the AWS program. It appears, however, that the advantages may outweigh the disadvantages in terms of personnel satisfaction, morale, and overall effect. Overall, 69.7 percent of respondents, whether personally participating or not, felt that the advantages of AWS outweigh the disadvantages. For the organization, communication, availability for meetings, and secretarial coverage seem to be the most compromised of any area, although the percentages reporting negative effects were relatively low in comparison to those who reported no effect or a positive effect. Furthermore, almost all individuals agree with the decision to offer the AWS program, and more than three times as many AWS participants as non-participants reported that they were more likely to stay in P&R as a result of participation in the AWS program. The overall findings are quite positive, suggesting a high level of support for the OUSD(P&R) AWS program.

REFERENCES

Brayfield, A. H., & Crockett, W. H. (1955). Employee attitudes and employee performance. *Psychological Bulletin, 52*, 415-422.

CASRO Task Force on Completion Rates. (1982). *On the definition of response rates* (Special Report). Port Jefferson, NY: Council of American Survey Research Organizations.

Dunham, R. B., Pierce, J. L., & Castaneda, M. B. (1987). Alternative work schedules: Two field quasi-experiments. *Personnel Psychology, 40*, 215-242.

Iaffaldano, M. T., & Muchinsky, P. M. (1985). Job satisfaction and job performance: A meta-analysis. *Psychological Bulletin, 97*, 251-273.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.

Pierce, J. L., Newstrom, J. W., Dunham, R. B., & Barber, A. E. (1989). *Alternative work schedules*. Boston: Allyn and Bacon.

U.S. General Accounting Office. (1994). *Alternative work schedules: Many agencies do not allow employees the full flexibility permitted by law* (GAO Publication No. GAO/GGD-94-55). Washington, DC: Author.

U.S. General Accounting Office. (1974). *Legal limitations on flexible and compressed work schedules for federal employees* (GAO Publication No. B-179810). Washington, DC: Author.

U.S. General Accounting Office. (1992). *Federal employment: How federal employees view the government as a place to work* (GAO Publication No. GAO/GGD-92-91). Washington, DC: Author.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley

APPENDIX A

AWS Survey Questionnaire

SURVEY OF PERSONNEL AND READINESS EMPLOYEES' ATTITUDES ON ALTERNATIVE WORK SCHEDULES (AWS) PROGRAM

This questionnaire was developed by the Defense Manpower Data Center (DMDC) for the purpose of obtaining the opinions of all employees within the Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R)). Everyone should take this survey regardless of whether or not you are participating in the program. The AWS program has been established to assist employees in balancing their working lives with their personal needs and family responsibilities. The questionnaire requests information on your background, type of work schedule you use, and your opinions of the AWS program. Some questions apply to everyone, some only to those individuals participating in the program, and some questions apply only to individuals who supervise or manage subordinates. All responses are very important. Your frank and honest opinions are necessary for a meaningful assessment of the program.

The questionnaire should take approximately 20-30 minutes. Complete the questionnaire and (*click the SEND button when you are satisfied with your responses*). Please send this questionnaire within the next 5 days. If you have any questions, call Dorothy Wagner/Justin Williams at 696-8960 or Laverne Wright at 696-5833.

PRIVACY NOTICE

Authority: 10 U.S.C. 136

Principal Purposes: Information collected in this survey is used to determine attitudes of DoD personnel to support formulation of personnel policies.

Disclosure: Voluntary. Failure to respond will not result in penalty to the individual. However, maximum participation is encouraged so the data will be complete and representative. Your survey instrument will be treated as confidential. Identifying information will be used only by DMDC personnel responsible for analyzing survey data. Only group statistics will be reported.

Routine Uses: None.

DEFINITIONS

The following definitions are provided to assist you in understanding the alternative work schedule (AWS) references throughout this questionnaire.

A *regular* work schedule requires **full-time employees** to meet all of the following conditions:
- a five-day workweek;
- a 40-hour week; and,
- the same starting and stopping times every workday.

For **part-time employees**, a *regular* work schedule means that, for the days you work, you have fixed hours and work 32 or fewer hours a week.

There are currently four categories of AWS available in OUSD (P&R): Flexitour, gliding (DCPMS only), compressed "5/4-9" schedules, and 4-day workweek ("4/10" schedule, DCPMS only).
- a *flexitour* schedule allows an employee to pre-select a start and end time that must include hours within the *core* time period. No day off. *Core* time is the period when an employee on *flexitour* must be present for work. Core time for OUSD (P&R) employees is M-F, 9:00 a.m. to 2:30 p.m. *Credit hours* worked in excess of an employee's basic work requirement can be earned under this schedule.
- a *compressed "5/4-9"* schedule allows a **full-time employee** to work a fixed schedule of eight 9-hour days, one 8-hour day, and have a fixed day off. For example, an employee would work a 5-day week, a 4-day week, and have the 10th day off. For **part-time employees**, 32 hours or less are worked in fewer than 5 workdays. *Credit hours* cannot be earned under this schedule.
  Available only in Defense Civilian Personnel Management Service (DCPMS):
- the *4-day workweek* ("4/10" schedule) allows employees to work a fixed schedule of four 10-hour workdays during a workweek. Allows for one day off each week.
- a *gliding* schedule allows employees to vary their daily arrival and departure times during an 8-hour day/40-hour workweek and must include hours within the agency-established *core* time period. Credit hours worked in excess of an employee's basic work requirement can be earned under this schedule. No day off.

For Use in Answering Survey Question 36
The following categories of AWS are NOT available in OUSD (P&R):
- a *variable-day* schedule allows employees to vary the length of the workday within the 40-hour workweek. Presence during *core* time may or may not be required. No day off.
- a *variable-week* schedule allows employees to vary the length of their workweek as well as workday as long as 80 hours are worked biweekly. Presence during core time may or may not be required. No day off.
- a *maxiflex* schedule allows employees to vary the number of hours worked each day, the number of days worked each week, and may include a "special" *core* time. Allows for up to two days off biweekly.
- the *3-day workweek* allows employees to work a fixed schedule with a maximum of 13 hours and 20 minutes a day in a 40-hour workweek. Allows for up to 4 days off biweekly.

I. BACKGROUND

1. Are you a civilian employee, military member, or contractor?

    1   civilian employee
    2   military member
    3   contractor
         ----> STOP AND RETURN FORM

2. What is your pay category and grade/rank? (Select your pay category and then enter your grade/rank.)

	Pay Category	Grade/Rank
1	SES	_____
2	GS/GM	_____
3	Federal Wage Schedule (FWS)	_____
4	Officer	_____
5	Enlisted	_____

3. What was your age on your last birthday? (Write in the box.)

    □ □

4. Are you male or female?

    1   Male
    2   Female

5. What is your current marital status?

    1   Never married
    2   Married
    3   Separated
    4   Divorced
    5   Widowed

6. Do you have family members in your home who require care or supervision (e.g., nursing care, baby-sitting) at some time during the workday?

    1   Yes, adult(s) needing care
    2   Yes, child(ren) needing care
    3   Yes, both adult(s) and child(ren) needing care
    4   No ----> GO TO QUESTION 8

7. How difficult or easy has it been to make child or adult care arrangements for these family members during the workday?

    1=Very easy
    2=Easy
    3=Neither easy nor difficult
    4=Difficult
    5=Very difficult
    6=Does not apply

(Check one box in each row.)
a. Child care arrangements
b. Adult care arrangements

1	2	3	4	5	6

II. WORK INFORMATION

8. Which OUSD (P&R) deputate/immediate office do you work for? (Check only one.)

1 USD (P&R) (front office)
2 ASD (Force Management Policy) (front office)
  2a DACOWITS
  2b ODASD (MPP)
  2c ODASD (PSF&E)
  2d ODASD (EO)
  2e ODASD (CPP)
  2f DCPMS
3 ASD (Health Affairs) (front office)
  3a ODASD (HB&P)
  3b ODASD (HSF)
  3c ODASD (MR)
  3d ODASD (CS)
  3e ODASD (HSO&R)
  3f ODASD (P&PC)
  3g DMPA
4 ASD(Reserve Affairs) (front office)
  4a ODASD (M&F)
  4b ODASD (M&P)
  4c ODASD (RT&M)
  4d ODASD (PB&S)
  4e ODASD (SP&A)
  4f RFPB
  4g NCESG&R
5 DUSD (Readiness) (front office)
  5a ODUSD (R)
6 DUSD (Requirements and Resources) (front office)
  6a ODUSD (R&R)
  6b DMDC
7 Other, please specify:
_____

9. Do you work full-time or part-time?

1 Full-time
2 Part-time

10. What is your job classification code (e.g., Civil Service job series, MOS, AFSC)? Enter the code in the boxes.

11. How much influence, if any, do the following have on your choice of work hours?

1 Does not apply - I <u>do not have</u> a choice of work hours
----> GO TO QUESTION 12

    0=No influence
    1=Little influence
    2=Slight influence
    3=Moderate influence
    4=Great influence
    5=Very great influence

(Check one box in each row.)	0	1	2	3	4	5
a. Requirement(s) of agency, supervisor or job						
b. Transportation arrangements						
c. Child care responsibilities						
d. Household responsibilities						
e. Ability to schedule personal appointments during regular business hours						
f. Ability to earn credit hours						
g. Ability to earn overtime						
h. Ability to hold a second job						
i. Ability to earn a day off						
j. Other, please specify: _____						

12. How satisfied or dissatisfied are you with your current work schedule?

1 Very satisfied
2 Satisfied
3 Neither satisfied nor dissatisfied
4 Dissatisfied
5 Very dissatisfied

13. Overall, how satisfied or dissatisfied are you with your job?

1 Very satisfied
2 Satisfied
3 Neither satisfied nor dissatisfied
4 Dissatisfied
5 Very dissatisfied

14. The AWS program was officially implemented by OUSD (P&R) on March 5, 1995. Were you employed at your current office on this date?

1 Yes
2 No

III. PARTICIPATION IN THE AWS PROGRAM

15. Are you currently participating in the OUSD (P&R) AWS program? That is, are you personally using one of the available alternative work schedules?

1 Yes, I am participating
2 No, I chose not to participate
----> GO TO QUESTION 23
3 No, my deputate/immediate office is not participating
----> GO TO QUESTION 25
4 No, my supervisor would not allow me to participate
----> GO TO QUESTION 23

16. Which alternative work schedule are you currently using?

1 Flexitour
2 Gliding schedule (available to DCPMS personnel only)
3 Compressed "5/4-9" schedule
----> GO TO QUESTION 19
4 4-day workweek (available to DCPMS personnel only)
----> GO TO QUESTION 19

17. Are you allowed to earn credit hours?

1 Yes
2 No ----> GO TO QUESTION 19

18. If yes, how many credit hours are you permitted to earn per pay period?

1 Less than 4 hours
2 4 to 8 hours
3 More than 8 hours
4 Don't know

IV. AWS IMPACT

19. Compared to a regular work schedule, how has the AWS program affected your overtime and use of leave?

1=Increased
2=Neither increased nor decreased
3=Decreased
4=Does not apply

(Check one box in each row.)	1	2	3	4
a. Use of sick leave				
b. Use of annual leave				
c. Use of other leave (e.g., compensatory time)				
d. Paid overtime				

20. Since participating in the AWS program, has the amount of time you spend on the following activities increased or decreased?

1=Increased
2=Neither increased nor decreased
3=Decreased
4=Does not apply

(Check one box in each row.)	1	2	3	4
a. Educational activities				
b. Professional activities				
c. Civic or volunteer activities				
d. Financial activities (e.g., managing investments)				
e. Family activities				
f. Physical fitness activities				
g. Leisure-time activities				
h. Other paid employment				

21. What effect, if any, has the AWS program had on your physical and mental capacity to manage the extended work hours?

0 Does not apply - I use the flexitour or gliding schedule
1 Very favorable
2 Favorable
3 Neither favorable nor unfavorable
4 Unfavorable
5 Very unfavorable

22. What effect has the AWS program had on you in each of the following work-related areas?

1=Very favorable
2=Favorable
3=Neither favorable nor unfavorable
4=Unfavorable
5=Very unfavorable

(Check one box in each row.)	1	2	3	4	5
a. Your job satisfaction					
b. Your job performance					
c. Your morale					
d. Your keeping up with daily workload					
e. Your productivity					
f. Your working relationship with your supervisor					
g. Your commute to and from work					

23. In your opinion, what effect has the AWS program had on your immediate office in each of the following areas?

1=Very favorable
2=Favorable
3=Neither favorable nor unfavorable
4=Unfavorable
5=Very unfavorable

(Check one box in each row.)	1	2	3	4	5
a. Inter-/intra-office communication					
b. Employee morale					
c. Employees' access to co-workers					
d. Employees' access to supervisors					
e. Telephone and secretarial coverage					
f. Amount of uninterrupted work time					
g. Availability of staff for meetings					
h. Availability of staff for TDY					
i. Availability of staff for training					

24. Has the AWS program increased or decreased the following activities in your immediate office?

1=Greatly increased
2=Increased
3=Neither increased nor decreased
4=Decreased
5=Greatly decreased
6=Don't know

(Check one box in each row.)

	1	2	3	4	5	6
a. Ability to provide services to customers						
b. Hours of operation						
c. Productivity						

V. AWS SUPERVISORS

25. Do you routinely supervise one or more individuals on a daily basis?

1   Yes
2   No ----> GO TO QUESTION 34

26. Are any of your subordinates participating in AWS?

1   Yes
2   No ----> GO TO QUESTION 33

27. Of the employees you supervise, approximately what percentage are on AWS?

0=None
1=15% or less
2=16% to 25%
3=26% to 50%
4=51% to 75%
5=76% or more

(Check one box in each row.)

	0	1	2	3	4	5
a. Flexitour						
b. Gliding schedule (available to DCPMS personnel only)						
c. Compressed "5/4-9" schedule						
d. 4-day workweek (available to DCPMS personnel only)						

28. In your opinion, what effect has the AWS program had on your subordinates in each of the following areas?

1=Very favorable
2=Favorable
3=Neither favorable nor unfavorable
4=Unfavorable
5=Very unfavorable
6=Don't know

(Check one box in each row.)

	1	2	3	4	5	6
a. Their job performance						
b. Their morale						
c. Their ability to keep up with daily workload						
d. Their productivity						
e. Their physical and mental capacity to manage extended work hours						
f. Their availability for staff meetings						
g. Their willingness to go on TDY						
h. Their willingness to go to training						

81

29. Compared to a regular work schedule, how has the AWS program affected your subordinates' overtime and use of leave?

1=Increased
2=Neither increased nor decreased
3=Decreased
4=Don't know

(Check one box in each row.)

	1	2	3	4
a. Their use of sick leave				
b. Their use of annual leave				
c. Their use of other leave (e.g., compensatory time)				
d. Paid overtime				

30. What effect has the AWS program had on each of the following aspects of your work?

1=Very favorable
2=Favorable
3=Neither favorable nor unfavorable
4=Unfavorable
5=Very unfavorable

(Check one box in each row.)

	1	2	3	4	5
a. Your ability to obtain information from subordinates					
b. Your ability to supervise subordinates					
c. Your working relationship with subordinates					
d. Your ability to obtain information from colleagues					
e. Your ability to ensure services are provided to customers					
f. Your satisfaction with your job as a supervisor					
g. Amount of time available to you to plan and organize work					

31. In your deputate/immediate office, what effect has the AWS program had on your ability to recruit and retain qualified employees?

1=Very favorable
2=Favorable
3=Neither favorable nor unfavorable
4=Unfavorable
5=Very unfavorable
6=Don't know

(Check one box in each row.)

	1	2	3	4	5	6
a. Recruit employees						
b. Retain employees						

32. Has the AWS program changed the amount of time you spend on each of the following activities?

1=Much more time spent
2=More time spent
3=Same time spent
4=Less time spent
5=Much less time spent

(Check one box in each row.)

	1	2	3	4	5
a. Coordinating work activities of subordinates					
b. Assigning tasks to subordinates					
c. Coordinating with other organizations or colleagues					
d. Standing in for employees when they are not available					

82

33. If you, as a supervisor, do not allow some of your subordinates to use the AWS program, what are your reason(s) for this decision? (Check all that apply.)

1   Does not apply - I <u>have</u> allowed all my subordinates to participate in the AWS program ----> GO TO QUESTION 34
2   Does not apply - my deputate/immediate office is not participating ----> GO TO QUESTION 34
3   The work requirements in the deputate/immediate office are not conducive to the use of AWS
4   Cross-training workers to ensure the availability of skills or information is burdensome
5   Surges or unexpected increases in workload could not be accommodated
6   Obtaining information from subordinates would be slow
7   Providing services to customers would be impeded
8   Supervising employees would be difficult
9   Other, please specify:

    _____

VI. OPINION OF AWS PROGRAM

34. For a <u>typical</u> 2-week period, enter your starting and ending time for each workday. (Write the time in the boxes based on a 12-hour clock and in half-hour increments, for example, 9:30 or 6:00.)

Time	S	M	T	W	T	F	S	S	M	T	W	T	F	S
Start														
End														

35. Approximately how long have you been on this work schedule?

1   Less than 1 year
2   Between 1 and 2 years
3   Between 2 and 3 years
4   More than 3 years

36. If you could select your work schedule from the list, what would be your <u>first</u> choice? What would be your <u>second</u> choice?

    (Write the number in each box that corresponds to your selection.)

    First Choice: ☐
    Second Choice: ☐

1   Regular work schedule
2   Flexitour schedule
3   Compressed "5/4-9" schedule
4   Gliding schedule
5   Variable day schedule
6   Maxiflex schedule
7   3-day workweek
8   4-day workweek or "4/10" schedule
9   Variable week

37. What effect has the AWS program had on the likelihood that you will stay or leave OUSD (P&R)?

1 Much more likely to stay
2 Somewhat more likely to stay
3 Neither more nor less likely to stay
4 Somewhat more likely to leave
5 Much more likely to leave
6 Don't know

38. The AWS program has some advantages and disadvantages to employees, management and/or the organization. Altogether, do you feel:

1 Advantages greatly outweigh disadvantages
2 Advantages outweigh disadvantages
3 Advantages and disadvantages balance out
4 Disadvantages outweigh advantages
5 Disadvantages greatly outweigh advantages

39. Do you feel the current AWS program (flexitour, gliding, compressed "5/4-9" schedule, or 4-day workweek) should be changed?

1 Yes
2 No ----> GO TO QUESTION 41

40. Which of the following changes do you feel should be made? (Check all that apply.)

1 Less managerial control on employee participation in AWS
2 More managerial control on employee participation in AWS
3 Change core hours
4 Increase the types of AWS available
5 Decrease the amount of credit hours earned
6 Increase the amount of credit hours earned
7 Don't know

41. If you chose not to select an alternative work schedule, what was your main reason? (Check only one.)

1 Does not apply - I am using an alternative work schedule ----> GO TO QUESTION 42
2 Does not apply - I was not given the opportunity to use an alternative work schedule ----> GO TO QUESTION 42
3 Prefer my current work schedule
4 There was no obvious benefit from choosing to participate in the AWS program
5 Felt the AWS would negatively affect my position in the deputate/immediate office
6 Felt it would be harder to earn overtime
7 Felt it would be harder to earn compensatory time
8 Felt participation in the AWS would negatively affect my career

42. Do you concur with the Under Secretary of Defense for Personnel and Readiness' decision to offer the AWS program?

1 Yes
2 No

43. Do you concur with the decision to implement or not implement the AWS program within your deputate/immediate office?

1 Yes
2 No

44.   Do you have additional comments or
       suggestions for changes or improvements
       to the AWS program?

    1   Yes (Please provide them in the space
         below.)
    2   No

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

APPENDIX B

AWS Survey E-mail Messages

Text of Pre-survey Notification Message from Dr. Dorn

In March 1995, I established the Alternative Work Schedules (AWS) program within OUSD(P&R) to facilitate a balance between employees' work lives and their personal needs and responsibilities. You will soon be asked to fill out a survey requesting your opinions about the AWS Program. The survey will permit everyone (whether or not you are participating in the AWS program) to provide their views.

Most OUSD(P&R) employees will be receiving a copy of the questionnaire via E-mail before the end of the month. You will be able to enter your survey responses via your computer and transmit them electronically. Where E-mail methods are not feasible, some staff members will receive a copy of the questionnaire on a diskette. In either case, instructions on how to take the survey and transmit responses will be provided. The survey will take only a few minutes to complete.

All information collected through this survey is confidential, and only group statistics will be reported. If you have questions regarding the survey, please contact Defense Manpower Data Center (DMDC) staff members Laverne Wright at (703) 696-5833, or Dori Wagner or Justin Williams at (703) 696-8960.

Text of Survey Cover Letter Message from Dr. Dorn

The document attached to the end of this e-mail message is the survey developed at my request, asking for your opinion of the P&R Alternative Work Schedules (AWS) Program. I am requesting your comments whether or not you are participating in the AWS program. All information collected through this survey is confidential. Your responses will be combined with responses of other participants and only group statistics will be reported.

HOW TO TAKE THE SURVEY -- READ THESE INSTRUCTIONS CAREFULLY

STEP 1:   CLOSE OTHER LARGE PROGRAMS. To reduce the possibility of running out of PC resources while taking the survey, you should close any large programs (e.g., EXCEL) currently running on your system before clicking the survey icon.

STEP 2:   CLICK ON SURVEY ICON. After closing other large applications, please double click on the icon below to begin the AWS survey application. Follow the directions as they appear; when you have completed the survey, click on the SEND button.

WHAT IF I'M INTERRUPTED BEFORE FINISHING THE SURVEY?

If you are interrupted during the survey and wish to complete it later the same day, click on the MINIMIZE button. To return to the incomplete survey, click on the AWS Survey icon.

Also, you may exit the application at any time by clicking on the EXIT button. However, your responses are not SAVED and forwarded to DMDC unless you click on the SEND button.

WHAT IF I HAVE QUESTIONS?

If you have any questions regarding the survey, please call Laverne Wright at (703) 696-5833, or Dori Wagner/Justin Williams at (703) 696-8960.

At the completion of the survey and after clicking the SEND button, answer NO to any system messages you may receive.

Double-click this icon to begin the survey:

Text of Survey Follow-up/Reminder Message from Dr. Dorn to Nonrespondents

A few weeks ago you were sent, via E-mail, an important questionnaire asking for your opinions of the P&R Alternative Work Schedules (AWS) Program. The Defense Manpower Data Center (DMDC) has not yet received a completed questionnaire from you.

Attached to this e-mail message is a second copy of the survey. If you have chosen not to participate, I strongly urge you to reconsider. I am requesting your comments whether or not you participate in the AWS program. If you have responded to the questionnaire, thank you. Otherwise, please read the following instructions and proceed.

HOW TO TAKE THE SURVEY -- READ THESE INSTRUCTIONS CAREFULLY

STEP 1:   CLOSE OTHER LARGE PROGRAMS. To reduce the possibility of running out of PC resources while taking the survey, you should close any large programs (e.g., EXCEL) currently running on your system before clicking the survey icon.

STEP 2:   CLICK ON SURVEY ICON. After closing other large applications, please double click on the icon below to begin the AWS survey application. Follow the directions as they appear; when you have completed the survey, click on the SEND button.

WHAT IF I'M INTERRUPTED BEFORE FINISHING THE SURVEY?

If you are interrupted during the survey and wish to complete it later the same day, click on the MINIMIZE button. To return to the incomplete survey, click on the AWS Survey icon.

Also, you may exit the application at any time by clicking on the EXIT button. However, your responses are not SAVED and forwarded to DMDC unless you click on the SEND button.

WHAT IF I HAVE QUESTIONS?

If you have any questions regarding the survey, please call Laverne Wright at (703) 696-5833.

Double-click this icon to begin the survey:

APPENDIX C

Coding Scheme for Open-ended Comments

Categories of Comments	Definitions of AWS Comments	Related Survey Questions
Positive Comments		
1. Increases organizational performance	Increases job productivity and performance. Allows for better communication of information and better relationships between supervisors, subordinates, customers, and colleagues. More availability for training, TDY, meetings, and employee supervision.	11a, 21, 22b, 22d-22g, 23a, 23c-23i, 24a-24c, 28a, 28c-28h, 30a-30e, 30g, 31a-31b, 32a-32d
2. Increases job satisfaction	Increases employee morale. Employees have greater ability to make transportation, household, personal, educational, professional, civic or volunteer, financial, family, physical fitness, leisure time, and/or child or adult care arrangements.	7a-7b, 11b-11i, 12, 13, 20a-20h, 22a, 22c, 23b, 28b, 30f, 37
3. Increases number of work hours	Employees available for a greater range of work hours. Employee uses less sick leave, annual leave, paid overtime, and/or other leave.	19a-19d, 27a-27d, 29a-29d
4. Approves of the AWS program	AWS program would be/is beneficial to the work environment, or employees would like to have AWS as an option at their work location.	38, 42, 43
5. Likes the AWS survey	Enjoyed participating in the AWS survey. Admires the survey design and/or implementation.	
6. AWS available to all	AWS program should be made available to all employees regardless of their office or position in the organization.	33
Neutral Comments		
7. No comment	Selected "Yes" to question, but wrote "no comment" or left the area blank.	44
8. Question about survey	Had difficulty with the survey instrument and/or did not understand a question.	
9. AWS has no effect	AWS program does not have any impact upon the employees, their work, or the organization in general. The program has neither positive nor negative effects.	7a-7b, 11a-11i, 12, 13, 19a-19d, 20a-20h, 21, 22a-22g, 23a-23i, 24a-24c, 27a-27d, 28a-28h, 29a-29d, 30a-30g, 31a-31b, 32a-32d, 37, 41
10. Telecommuting	Would like to have the option of telecommuting at work and/or is inquiring to its availability. Would like to be able to work at home.	

11. AWS available to some	The AWS program should only be available to certain employees. It is not realistic to make the program available to all because the nature of certain jobs. Such availability to certain personnel would be detrimental to the work environment.	33
12. AWS requires modification	The AWS program needs to have more types of schedules available, fewer types of schedules available, or needs to be redesigned.	39, 40

Negative Comments

13. Decreases organizational performance	Decreases job productivity and performance. Reduces the communication of information and impedes relationships between supervisors, subordinates, customers, and colleagues. Less availability for training, TDY, meetings, and employee supervision.	11a, 21, 22b, 22d-22g, 23a, 23c-23i, 24a-24c, 28a, 28c-28h, 30a-30e, 30g, 31a-31b, 32a-32d
14. Decreases job satisfaction	Decreases employee morale. Employees have fewer opportunities to make transportation, household, personal, educational, professional, civic or volunteer, financial, family, physical fitness, leisure time, and/or child or adult care arrangements.	7a-7b, 11b-11i, 12, 13, 20a-20h, 22a, 22c, 23b, 28b, 30f, 37
15. Decreases number of work hours	Employees available for a smaller range of work hours. Employee uses more sick leave, annual leave, paid overtime, and/or other leave.	19a-19d, 27a-27d, 29a-29d
16. Disapproves of the AWS program	AWS program would be/is detrimental to the work environment.	38, 42, 43
17. Dislikes the AWS survey	Disliked participating in the AWS survey. Dislikes the survey design and/or implementation.	
18. AWS available to none	AWS program should not be made available to any employees regardless of their office or position in the organization.	33